DOCUMENT RESUME

ED 068 694 VT 017 197

TITLE	Manpower Planning and Utilization.
INSTITUTION	Civil Service Commission, Washington, D.C.
REPORT NO	Pers-Bib-Ser-39
PUB DATE	71
NOTE	62p.
AVAILABLE FROM	Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 20402 (SN 0600-0615; $.60)
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Annotated Bibliographies; *Bibliographies; *Employment Projections; Labor Supply; Labor Turnover; *Manpower Development; *Manpower Needs; *Manpower Utilization; Program Planning

ABSTRACT

This annotated bibliography on manpower planning and utilization covers materials received in the U. S. Civil Service Commission Library from 1968 through 1970. References are listed in sections by subject, such as manpower forecasting, policies and methods, planning, utilization, shortages, changes, jobs, and skills. No indexes are provided. (MF)

Manpower Planning and Utilization

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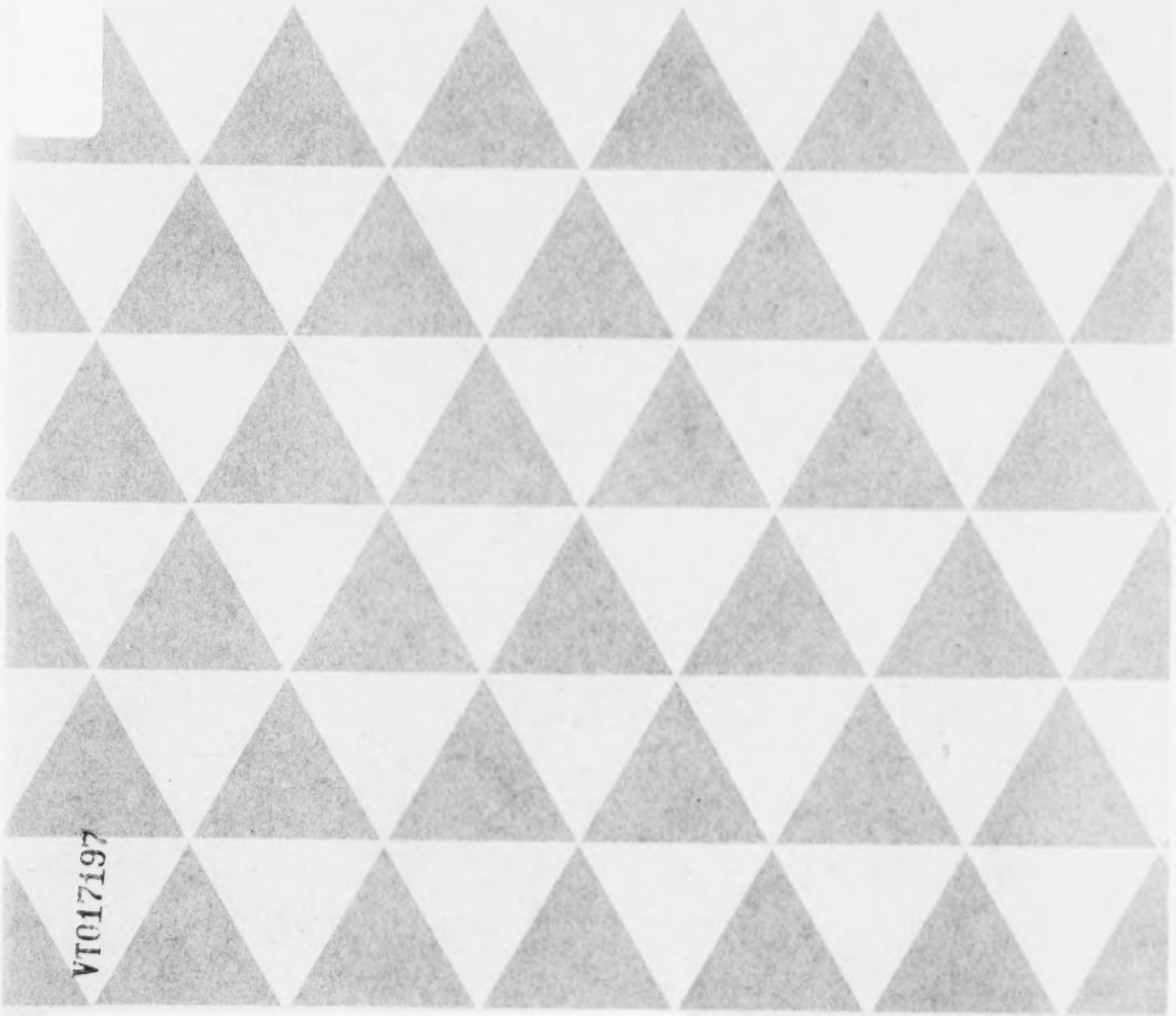

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FOREWORD

This number in the Personnel Bibliography Series supplements no. 11 and its Supplement 1, (1968) and thus covers material received since that date and through December 1970. The general arrangement is the same as in the earlier numbers. Note that only selected special categories of manpower planning are included. Also, while the first edition included references on equal opportunity in employment, this material has now been issued separately as Personnel Bibliographies no. 29 and 38.

The Bibliography has been compiled by the Library staff and reviewed by Harry L. Clark, Bureau of Policies and Standards, U. S. Civil Service Commission.

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MANPOWER PLANNING AND UTILIZATION

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Bibliography. Items have been selected by the staff of the Joint Reference Library. Annotations in large part were prepared by the U.S. Civil Service Commission Library.

Mesics, Emil A.

Education and training for effective manpower utilization; an annotated bibliography on education and training in work organizations. Ithaca, New York, State School of Industrial and Labor Relations, Cornell University, 1969. 157 pp. (Bibliography series no. 9)

Partial contents: Training--general; Manual and clerical skill training; Technician and engineering training; Supervisory training; Organizational planning and management development; Training techniques and methods; Audio-visual aids for instruction; Manpower planning and development; U. S. manpower policy--problems, issues, programs; Training program evaluation.

Minnesota. University. Industrial Relations Center.

Manpower planning; a research bibliography. Prepared by Richard J. Snyder. Minneapolis, 1967. 10 pp.

Sections on aggregate and disaggregate manpower planning, foreign manpower planning, manpower planning in the firm, and productivity and technological change.

Moore, Larry F.

Guidelines for manpower managers; a selected annotated bibliography. Vancouver, University of British Columbia, Faculty of Commerce and Business Administration, 1969. (Monograph series no. 3) 83 pp.

References on manpower systems, manpower requirements, performance evaluation, manpower development, compensation, testing, and computer assistance in manpower management.

With financial assistance from the Institute of Industrial Relations, University of British Columbia.

Princeton University. Industrial Relations Section.

Labor force participation: a survey of the literature, by Helen Fairbanks. Princeton, N.J., 1970. 4 pp. (Selected references no. 154, November, 1970)

Contents: General studies; Special groups in the labor force; Cyclical behavior of the labor force.

U. S. Bureau of Labor Statistics.

Counselor's guide to manpower information; an annotated bibliography of government publications. Washington, U. S. Govt. Print. Off., 1968. 101 pp. (Bulletin no. 1598, September 1968)

Includes sections on education; financial assistance; placement information; occupations; special labor force groups (handicapped, minority workers, older workers, veterans, women, youth); statistics; and bibliographies.

Bibliography (Cont'd)

U. S. Department of the Army.
The college graduate and national security; utilization of manpower by the U. S. Armed Services; a bibliographic survey. Prepared by Office of the Adjutant General. Washington, U. S. Govt. Print. Off., 1968. 74 pp.
Includes section on manpower trends in the United States and lists reports bearing on related manpower problems of special committees, boards, and panels.

U. S. Employment Service.
Manpower and operations research studies of the U.S. Employment Service and state employment services 1958-1967; a selected bibliography. Washington, U.S. Govt. Print. Off., 1968. 145 pp. (BES no. E261)

MANPOWER FORECASTING AND PROJECTIONS--GENERAL

Bassett, Glenn A.
Manpower forecasting and planning: problems and solutions. Personnel, vol. 47, no. 5, September-October 1970, pp. 8-16.
Maintains that business competition and the complexities of modern society are necessitating programs in manpower forecasting and planning which call for changes in the skills and attitudes of those who man the personnel department. Presents a flow chart for a manpower resources management system and discusses practical problems that must be surmounted in implementing such a system.

California. Department of Human Resources Development.
California manpower needs to 1975. 2d ed. Sacramento, 1969. 123 pp.
Projection of manpower needs for more than 150 occupational categories over the forecast period (mid-1968 to mid-1975). Separate projections are made for new jobs created by industrial expansion and for replacement needs. Methods and economic assumptions used in preparing the forecasts, as well as statistical tables, are given in the appendix.

Clague, Ewan.
Government employment and manpower planning in the 1970's. Public personnel review, vol. 31, no. 4, October 1970, pp. 279-282.
In order to meet their manpower needs in the 70's, Federal, state and local governments will have to consider and solve the problems raised by job redesign, pay, and union demands.

Day, Virgil B.
Managing tomorrow's work force. Manpower, vol. 1, no. 8, September 1969, pp. 12-14.
Pictures the work force of to-morrow as portrayed in Our Future Business Environment: Developing Trends and Changing Institutions, a General Electric sponsored report. Key predictions are that significant future problems of society will be primarily people problems and "the major determinant of social and political change will be shifts in attitude rather than purely physical changes." There will be a period of increased public impatience in which youth will dominate the labor force and a challenge to management to manage and motivate a bimodal work force--well educated and highly motivated professional and managerial workers at the top, and disadvantaged, poorly educated and motivated employees at the bottom. Foresees business fulfilling two roles--profit-making and meeting social needs.

Dunlop, John T.
The nation's manpower arrangements; the directions of private policies in the 1970's. Conference Board record, vol. 7, no. 3, March 1970, pp. 27-29.
A continuing high-employment economy, rapid technological change, emphasis on hiring of minority groups, age distribution changes, job design problems, and a growth in proprietary private schools are some of the reasons why business will have to upgrade the role of manpower policy in the 1970's.

George Washington University.
Accuracy analysis for projections of manpower in metropolitan areas, by John Herbert Norton. Washington, 1967. 77 pp.
Discusses reliability of labor force and manpower availability predictions, using census data as a basis for forecasting.
Prepared under grant from U. S. Department of Labor.

Gerber, William.
Jobs for the future. In Editorial Research Reports (periodical). Challenges for the 1970s. Washington, Congressional Quarterly, Inc., 1970, pp. 171-189. (Dec. 10, 1969)
General survey of changes and developments in the labor market and future changes in the employment picture. Includes section on programs to help the disadvantaged obtain jobs, effects of automation and individual freedom and plans for manpower use.

Goldstein, Harold.
On aspects of underutilization of human resources. In American Statistical Association. Proceedings of the Social Statistics Section ... Washington, 1967, pp. 115-121.
Identifies and discusses attempts to measure the impact on society of four aspects of human resources underutilization: unemployment, involuntary part-time employment, involuntary nonparticipation in the labor force, and underemployment.

Goldstein, Harold and Sol Swerdloff.
Methods of long-term projection of requirements for and supply of qualified manpower. Paris, UNESCO, 1967. 48 pp. (Statistical reports and studies)
Describes "methods of making projections of manpower requirements and supply appropriate in an advanced economy in which a substantial part of economic life is not centrally planned.... The projections of supply are written in the context of 'freedom of choice' of individuals in entering training or fields of work." Based on U. S. and other industrialized countries' experience.

Illinois. University. Institute of Labor and Industrial Relations.
A study of methods for forecasting employment, by Adolf Sturmthal. Urbana, 1967. 55 pp.
A means of evaluating different methods of forecasting by using "the past as the future" and comparing forecasts made in the past with actual historic facts, searching for discrepancies, and ascertaining which method produced best results. Prepared under a grant from the Manpower Administration.

Manpower Forecasting and Projections--General (Cont'd)

Klarman, Herbert E.
Economic aspects of projecting requirements for health manpower. Journal of human resources, vol. 4, no. 3, Summer 1969, pp. 360-376.
Includes table of projected requirements for health occupations in U. S. for 1975.

McGugan, B. M.
Projecting future personnel needs--a Canadian approach. In Public Personnel Association. Public personnel administration--threshold or crossroad? by H. George Frederickson and others. Chicago, 1970, pp. 8-12. (Personnel report no. 703)
Reviews past and recent means of establishing and forecasting the size of the Canadian Public Service workforce, points out current problems and risks, and indicates continuing challenges in the achievement of a better utilization of manpower resources.

Manpower planning: forecasting for tomorrow. Report of Workshop II. In U.S. Interagency Advisory Group. Third annual personnel directors conference ... General Washington Inn, Fredericksburg, Va., May 15-18, 1968. Washington, U.S. Civil Service Commission, 1968, pp. 17-28.
An accelerated rate of change in programs, priorities, technology, and complexities of Federal programs makes urgent the need for CSC leadership and agency actions in manpower planning. Covers location of the function, and recommends agency and Civil Service Commission actions.

Morton, J. E.
On manpower forecasting. Kalamazoo, Mich., W.E. Upjohn Institute for Employment Research, 1968. 51 pp. (Methods for manpower analysis, no. 2)
A non-technical introduction for the general manpower analyst. Discusses the role of manpower forecasting, curve-fitting techniques, direct and derived forecasts and econometric models.

Peterson, Richard B.
The growing role of manpower forecasting in organizations. MSU business topics, vol. 17, no. 3, Summer 1969, pp. 7-14.
Points out the importance of manpower forecasting both to the economy and to the individual firm, surveys the literature, and presents a manpower forecasting model used by a major American corporation in a dynamic environment.

Rosenthal, Neal H. and Janice N. Hedges.
Matching sheepskins with jobs. Monthly labor review, vol. 91, no. 11, November 1968, pp. 9-15.
Prospects for employment of college graduates to 1975 indicate increased demands for professional and technical personnel and for employment in managerial and sales occupations. Scientists, engineers, physicians and dentists will likely be in short supply while teachers may be in over supply.

Rowland, Kendrith M. and Michael G. Sovereign.
Markov-chain analysis of internal manpower supply. Industrial relations, vol. 9, no. 1, October 1969, pp. 88-99.
Discusses current forecasting practices, the supply and demand structure of forecasting, and the Markov-chain analysis for forecasting internal supply.

Swerdloff, Sol.
How good were manpower projections for the 1960's. Monthly labor review, vol. 92, no. 11, November 1969, pp. 17-22.
Looking back to the Department of Labor's report Manpower Challenge of the 1960's (1960), author comments on the accuracy of the predictions and on some of the errors. Occupational trends are pointed out as well as some of the uses of manpower projections.

Travis, Sophia C.
The U. S. labor force: projections to 1985. Monthly labor review, vol. 93, no. 5, May 1970, pp. 3-12.
"The article presents projections of the total labor force of the United States for 1975, 1980, and 1985, by age, sex, and color. It also includes a brief discussion of recent and historical trends as background for the analysis of the changes implied by the projections." A labor force of 100 million is expected in 1980 and one of 107 million in 1985.

Treires, James J.
The uses of manpower forecasting. Journal of Navy civilian manpower management, vol. 3, no. 3, Fall 1969, pp. 1-5.
Describes the Navy's program for both long-range forecasting and short-range manpower programming and budgeting.

U. S. Bureau of Labor Statistics.
Occupational employment patterns for 1960 and 1975. Wasnington, U. S. Govt. Print. Off., 1968. 283 pp. (Bulletin no. 1599)
Shows occupational employment patterns for professional and technical workers; managers, officials, and proprietors; clerical workers; sales-workers; craftsmen; operatives; laborers and service workers. Detailed breakdowns by industry. "It is hoped that the national projections developed in this report will assist State and local manpower analyists, as well as provide information for national manpower policy and planning."

U. S. Bureau of Labor Statistics.
Tomorrow's manpower needs; national manpower projections and a guide to their use as a tool in developing state and area manpower projections. Washington, U. S. Govt. Print. Off., 1969. 4 v. (Bulletin no. 1606)
"Specifically, the publication provides information on the impact of national developments on industry and occupational manpower requirements. It presents the results of research on the growth and changing composition of the population and the labor force, the relative growth of industries, the effect of automation and other technological changes and economic factors on industry employment, the occupational structure of industries, patterns of working life, and techniques for appraising the supply of workers having various skills. This information is provided to serve as a background and tool for the appraisal of manpower requirements at the State and local level."
For manpower requirements in government see vol. 2, p. 121; vol. 4, appendix B, p. 17.

U. S. Bureau of Labor Statistics.
The U.S. economy in 1980; a summary of BLS projections. Washington, U.S. Govt. Print. Off., 1970. 59 pp. (Bulletin no. 1673)

A forecast for the growth and composition of the economy, its need for workers, and the likely supply of manpower. Selected tables and charts: distribution of college graduates by major occupational field, 1968 and 1980; employment trends among major occupational categories 1947 to 1980; projected job openings for college graduates and projected entrants, 1968 to 1980.

U. S. Bureau of the Census.
Estimates and projections of specialized manpower in the U.S.S.R.: 1950-1975, by Ann S. Goodman. Washington, U. S. Govt. Print. Off., 1970. 50 pp. (International population reports, series P-91, no. 21)

Report covers U.S.S.R. civilian labor force graduates of higher and specialized secondary schools,by field, 1950-1975. Includes data on the training of these specialists and enrollment and graduation trends for the institutions involved.

U. S. Public Health Service.
Allied health manpower supply and requirements, 1950-80, by Maryland Y. Pennell and David B. Hoover. Washington, U. S. Govt. Print. Off., 1970. 107 pp. (Health manpower source book, vol. 21.)

Statistics given for medical and dental allied manpower, nursing manpower and environmental manpower. Appendices include a list of health occupations and numbers of workers in 1967 and an inventory of Federal programs that support health occupations training.

Walker, James W.
Forecasting manpower needs. Business needs broadly conceived plans for manpower management based upon solid manpower forecasts. Harvard business review, vol. 47, no. 2, March-April 1969, pp. 152-154, 156, 158+.

"The value of forecasting to management lies in improved allocation of manpower in the organization and thus, ultimately, in increased organizational effectiveness."

Whybark, D. Clay.
Forecasting manpower requirements in civil aviation. Personnel administration, vol. 33, no. 2, March-April 1970, pp. 45-51.

Presents method used in forecasting personnel needs in civil aviation through 1980, the results of the forecasts, and advantages of using the forecasting procedure. Also shows its possible application in other occupations.

Wiener, Anthony J.
The future of people at work. NAM Reports (National Association of Manufacturers), vol. 14, no. 11, March 17, 1969, pp. 17-20, 30.

Comments on probable characteristics of the working population in the 21st Century. Predicts growth of service occupations as well as occupations that service such people, e.g., teachers of teachers. Also foresees a decline in the necessity of work as well as in the puritan glorification of it.

Adams, Leonard P.
The public employment service in transition, 1933-1968; evolution of a placement service into a manpower agency. Ithaca, New York State School of Industrial and Labor Relations, Cornell University, 1969. 246 pp. (Cornell studies in industrial and labor relations, vol. 16)

Arnhoff, Franklyn N., Eli A. Rubinstein, and Joseph C. Speisman, eds.
Manpower for mental health. Chicago, Aldine Pub. Co., 1969. 204 pp.
An outgrowth of a 1967 National Institute of Mental Health symposium; the papers encompass problems and issues relevant to the future development of the entire mental health program, rather than present manpower shortages and considerations alone.
Partial contents: Career patterns: trends and prospects, by Peter H. Rossi; Individual motivation and personal factors in career choice, by Anne Roe; The new mental health workers, by Franklyn N. Arnhoff, and others; Utilization of manpower in provision of mental health services, by Alan D. Miller and Philip Wexler.

Bakke, Edward W.
The mission of manpower policy. Kalamazoo, Mich., W. E. Upjohn Institute for Employment Research, 1969. 126 pp. (Studies in employment and unemployment)
The author criticizes American manpower policy as it has developed in the 60's as inadequate to provide direction for a comprehensive mission. He proposes a policy which would promote "the economic strength and growth of the nation and the economic and social welfare of citizens and /be/ definitive enough to provide reliable and practical guidelines for the determination of the operating organization and functions of a governmental employment (manpower) agency."

Bell, David.
Pitfalls of manpower planning. Personnel (Gt. Brit.), vol. 1, no. 12, November 1968, pp. 42-44.
"Manpower planning is the systematic analysis of the company's manpower resources, the construction of a forecast of its future manpower requirements from this base, with especial concentration on efficient manpower utilization at both these stages, and the planning necessary to ensure that the manpower supply will match the forecast requirements."
Author points out the manpower planner's need for management in his task as well as reasons why the personnel department is a desirable organizational position for the function.

Blaug, Mark, Maurice Preston and Adrian Ziderman.
The utilization of educated manpower in industry. Toronto, University of Toronto Press, 1967. 103 pp.
This is the first report of the Industrial Manpower Project in Great Britain, a research project designed to "formulate and test relationships between the economic characteristics of individual firms and the educational profiles of their labour force with the ultimate practical purpose of throwing light on the factors affecting the requirements for people with different educational qualifications." Because of the magnitude of such a project, a pilot study was conducted and it is this study which is reported here. Survey results include age-earnings profiles and tables showing relationships between education and earning capacity.

Bluestone, Barry.
The tripartite economy: labor markets and the working poor. Poverty and human resources, vol. 5, no. 4, July-August 1970, pp. 15-35.
Suggests that the source of poverty may lie more in the inadequacies of our industrial structure than in the weaknesses of the poor. Provides an analysis of the labor market, calling for a three-pronged attack to eliminate the poverty of the working poor. Government must ensure basic education, training and health services for all citizens. It must assure equal access to jobs for all who qualify, and enhance geographical and occupational mobility through reducing moving costs and risks of job changing. It should also directly intervene in the peripheral sector of the economy through expenditure and tax policy and through minimum wage legislation.

Boschan, Charlotte F.
Fluctuations in job vacancies--an analysis of available measures. Ann Arbor, Mich., University Microfilms, Inc., 1969. 238 pp.
Doctoral dissertation, Columbia University, 1968. Abstracted in Dissertation Abstracts, vol. 30, no. 4, October 1969, pp. 1288A-1289A.

Brummet, R. L., F. G. Flamholtz, and W. C. Pyle.
Human resource myopia. Monthly labor review, vol. 92, no. 1, January 1969, pp. 29-30.
A discussion of research and a glance at a pilot program on the use of accounting methods in planning for future manpower needs.

California. University. Department of Industrial Engineering and Operations Research.
The impact of technological change on manpower and skill demand; case-study data and policy implications, by Edward R. F. W. Crossman and others. Berkeley, 1969. 1 v.
The study's overall objective was the analysis of the manpower and skill impact of technological change. Among the specific objectives was "to provide an overview of the manpower demand pattern indicated by the data and draw conclusions relative to manpower policy."
Prepared for the Manpower Administration.

California. University. Institute of Industrial Relations.
Manpower planning and forecasting. Proceedings of the tenth annual Research Conference, Beverly Hills, California, April 10-11, 1967. Los Angeles, 1968. 61 pp.
"... examines research studies and problems related to the effective utilization of manpower in Southern California."
Partial contents: The minority group employee, by William H. Reynolds; The role of government in effective manpower planning and forecasting, by Paul W. Little.

Carnegie-Mellon University. Graduate School of Industrial Administration.
An extended goal programming model for manpower planning, by A. Charnes and others. Pittsburgh, Pa., 1968. 14 pp. (Management Sciences Research report no. 156)
"Previous developments of manpower planning models involving uses of goal programming with embedded Markoff processes are extended in order to explicitly comprehend truncational effects, e.g., those due to retirement, and allow for interperiod Markoff transition matrices which change over time."
Prepared under Contract for U. S. Office of Naval Research.

Cassell, Frank H.
Corporate manpower planning. Personnel administrator, vol. 14, no. 3, May-June 1969, pp. 36-41.
Reviews the impact of the nation's full employment policy on various sectors of the labor force and on trends in occupations. Brings out such a policy's effect on the personnel function and stresses the implication for industrial manpower planning and forecasting.

Cassell, Frank H.
Government and managerial manpower planning. In Executive Study Conference, Rochester, New York, May 9 and 10, 1967. Issues and problems in managerial manpower planning. Proceedings.... Princeton, N. J., Educational Testing Service, 1967, pp. 57-77.
Comments on new awarenesses arising from the managerial revolution and ways in which they influence the supply and demand for manpower and discusses the role of government in long-, intermediate-, and short-range planning. Sees one of government's prime functions to be that of providing informational services. Explains the operation of CAMPS, the Cooperative Area Manpower Planning System, in which all agencies concerned with manpower engage in the systematic exchange of information at all levels.

Charnes, A. and others.
Application of computer-assisted techniques to manpower planning. Journal of Navy civilian manpower management, vol. 3, no. 3, Fall 1969, pp. 25-28.
"A discussion of prototype systems resulting from research directed toward development of new and improved manpower planning systems and techniques."

Coleman, Bruce P.
An integrated system for manpower planning. Business horizons, vol. 13, no. 5, October 1970, pp. 89-95.
"The position taken here is that manpower planning and programming must be upgraded significantly--both conceptually and operationally--if organizations are to meet the challenges of the future and if the nation is to utilize its manpower resource effectively. The approach has been to present a flexible, comprehensive concept of manpower planning which can serve as a basis for the design of specific corporate planning systems."

Cox, Arne, Alex. Margulies and Jens Söderlund.
Personnel planning; ideas and suggestions for the activation and integration of a company's personnel planning work. Stockholm, Swedish Council for Personnel Administration, 1967.
Aims and methods of personnel or manpower planning in the company. Tells how to plan for different time horizons, how to use statistics and the personnel inventory, how to do individual job planning, mobility planning, and training planning to achieve an integrated system.

Craig, Paul G.
Socioeconomic change and managing tomorrow's workforce. Personnel journal, vol. 48, no. 8, August 1969, pp. 628-633.
Contends that social problems must be solved in the private sector, aided but not dominated by government. Categorizes labor force problems into three areas: the unemployables, the unavailable (persons in the 35 to 55 age group with qualifications for leaders and managers), and the unhappy (the large number of college graduates anticipating a job different from what a regulation position in business or industry is likely to offer).

DCMA: A unified attack on manpower problems. Manpower, vol. 1, no. 1, January 1969, pp. 16-19.
The District of Columbia Manpower Administration was created in 1968 and functions somewhat like a State Employment Service agency. Through a variety of programs it has had considerable success "in probing and treating the community's manpower ills."

Delehanty, John A., ed.
Manpower problems and policies; full employment and opportunity for all. Scranton, Pa., International Textbook Co., 1969. 412 pp.
Readings review manpower experience under the Employment Act of 1946, discuss the goal of noninflationary full employment, explore labor force growth and employment opportunity, consider adjustments after Vietnam and to technological developments, and probe opportunities for individuals in cities and rural areas. A preliminary evaluation of recent manpower programs is provided.

DiCola, James N.
Scheduling creative resources. Management services, vol. 7, no. 4, July-August 1970, pp. 17-22.
Outlines steps required to develop a method for allocating manpower and scheduling projects for a medium-size systems department. Objectives were to predict completion dates for assigned projects, to report progress on a given project, and to report manpower availability within the department.

Discussing current manpower problems with trade unions and management. OECD observer, no. 40, June 1969, pp. 19-30.
Highlights of papers and discussions from seminars sponsored by OECD's Manpower and Social Affairs Directorate. Papers will be published in the International Series. Contents: Manpower policy and economic restraint; Trade unions and the problems of women workers; Education and training for the metal worker of 1980; Are present wage systems obsolete?

Edinburgh Group.
Perspectives in manpower planning. A ... report, by Gareth Jones, and others. London, Institute of Personnel Management, 1967. 93 pp.
A delineation of what manpower planning is, the forces which affect it, the need for planning, the differences between forecasting and planning, and planning in the individual company.

Education and World Affairs.
Problems of professional identity; an examination of training for human resource development and educational planning, by Adam Curle. New York, 1968. 64 pp. (Occasional report, no. 6)
Concentrates on the general philosophy and objectives of training programs which prepare human resource planners, with particular reference to educational planners. Considers also what the role of the planner is, the nature of planning, and the characteristics of different types of planners.

Eilon, Samuel.
OR--an approach to problem solving. Personnel management (Gt. Brit.), vol. 2, no. 7, July 1970, pp. 30-34.
Operations research can be usefully applied to manpower planning--in defining organizational needs and in career planning. Some propositions for using OR to construct a manpower planning model are given.

El-Medani, Daoud S.
Employment service and active manpower policy: a comparative study. Ann Arbor, Mich., University Microfilms, Inc., 1969. 265 pp.
Doctoral dissertation, University of North Carolina (Chapel Hill), 1968. Abstracted in Dissertation Abstracts, vol. 29, no. 12, pt. 1, June 1969, pp. 4145A-4146A.

Engineering Manpower Commission and the Scientific Manpower Commission.
Occupational deferments in U. S. industry. A report... New York, 1970. 5 pp.
Findings of a survey of a large group of employers, including some government agencies, to determine the extent to which occupational deferments are an important factor in manpower utilization and the impact of their abrupt elimination. (Addendum notes President Nixon's elimination of this deferment on April 23, 1970).

Ettelstein, Morton S.
Integrating the manpower factor into the planning, programming, and budgeting process. Public personnel review, vol. 31, no. 1, January 1970, pp. 51-54.
The process described is that used by the Federal Water Pollution Control Administration to integrate its manpower planning into its planning-programming-budgeting system.

Executive Study Conference, Rochester, New York, May 9 and 10, 1967.
Issues and problems in managerial manpower planning. Proceedings.... Princeton, N. J., Educational Testing Service, 1967. 140 pp.
Selected contents: An overview and first steps in managerial manpower planning, by Erich Hardt; A computer model for manpower forecasting, by Norman L. Vincent; An economic model for manpower planning, by Eric Vetter; Executive identification and development, by Henry R. Brenner; The behavioral scientist viewpoint, by Herbert H. Meyer; The business administration viewpoint, by Eric Vetter; The academician's viewpoint, by Felician F. Foltman.

Fapohunda, Olanrewaju J.
Manpower planning in Nigeria: a case study of the means of solving labor problems in developing countries. Ann Arbor, Mich., University Microfilms, Inc., 1970. 217 pp.
Doctoral dissertation, New York University, 1969. Abstracted in Dissertation Abstracts, vol. 31, no. 4, October 1970, pp. 1451-A-1452-A.

Ginzberg, Eli.
America's people resources. Perspectives in defense management, March 1970, pp. 1-9.
An analysis of America's manpower needs and resources followed by a series of questions and answers.

Ginzberg, Eli.
Manpower research--the cutting edge of policy. Manpower, vol. 1, no. 11, December 1969, pp. 2-5.
Author asserts that while research does not assure the formulation of sound policy, it does enhance the prospect. Thus it is reasonable to earmark for research one to four percent of the annual $2.5 billion being spent for manpower programs, as suggested by the National Manpower Advisory Committee.

Great Britain. Department of Employment and Productivity.
Company manpower planning. London, H.M. Stat. Off., 1968. 53 pp. (Manpower papers no. 1)
Aimed at providing guidance on manpower forecasting at the company level. Based on experience of selected British companies during the past four years.

Greenfield, Harry I.
Allied health manpower; trends and prospects. New York, Columbia University Press, 1969. 195 pp.
Focus is on the approximately 1.7 million workers categorized as "allied health manpower" who have one characteristic in common: all of them have less than a full college education. This grouping contains five categories of technicians and three large categories of assistants or aides. Their sources of supply, education and training, utilization, and characteristics are covered, and recommendations offered.

Grosser, Charles, William E. Henry and James G. Kelly, eds.
Nonprofessionals in the human services. San Francisco, Jossey-Bass, Inc., Publishers, 1969. 263 pp.
This volume results from a conference on the nonprofessional in mental health work held jointly by the National Association of Social Workers and the American Psychological Association. Papers relate to the effects of social change upon the mental health professions and the role of the paraprofessional in the mental health field.
Selected contents: Nonprofessionals in human services, by Gertrude S. Goldberg; Dilemmas of professionalism, by Robert Reiff; Nonprofessionals in mental health, by Lonnie E. Mitchell; Manpower development programs, by Charles Grosser; Nonprofessionals in social work, by Mitchell I. Ginsberg, Bernard M. Shiffman, and Morton Rogers; Programs in the Federal government, by Joseph Kadish.

Hinrichs, John R.
The computer in manpower research. Personnel administration, vol. 33, no. 2, March-April 1970, pp. 37-44.
Focus on emerging applications of computers in manpower control including, besides data storage, simulations and modelling, survey research, testing research, the computer itself as a research tool, and information dissemination. Warns also against over-zealous use of the computer, such as "intercorrelating everything" just because it is feasible to do so and failing to sufficiently question computer validity.

Illinois. University. Institute of Labor and Industrial Relations.
The shortage of skilled and technical workers; an inquiry into selected occupations in short supply. A report. Urbana, 1968. 468 pp.
General question explored was "why, amidst a general abundance of unutilized labor, is there an insufficient number of workers to fill certain jobs?" Six skilled and technical occupations were studied, including an examination of the entire labor market process--recruitment, placement and retention.
Prepared for Manpower Administration; Walter Franke, principal investigator.

Indiana Manpower Research Association.
Indiana manpower research conference; proceedings, 1967. n.p., 1967. 214 pp.
Partial contents: American manpower movement: research needs and policy issues; Manpower planning at the state and local level; A breakthrough in training hard-core unemployed; Time trends in the gains from retraining; The computer moves into the job-matching field; The multivariate nature of professional job satisfaction.

Industrial Relations Research Association.
Proceedings of the twenty-third annual spring meeting, May 8-9, 1970, Albany, N.Y., ed. by Gerald G. Somers. Chicago, Commerce Clearing House, Inc., 1970. 557 pp.
Partial contents: Manpower policies: lessons for the U.S. from foreign experience. The British experience, by Gary B. Hansen; The Scandinavian experience, by Solomon Barkin; The Canadian experience, by William R. Dymond; Manpower policies: lessons for the U.S. from foreign experience--a discussion, by Leonard J. Hausman; Manpower policies: lessons for the U.S. from foreign experience--a discussion, by Michael E. Borus.
Earlier editions, 1961 through 1969 (winter and spring)

International Labour Conference.
Human resources development; objectives, problems and policies. First item on the agenda, 6th Asian regional conference, Tokyo, 1968. Geneva, International Labour Office, 1968. 128 pp. (Report 1)
Recognizing that not much headway has been made in the sphere of human resources development, especially when compared with the vast needs and opportunities in Asian countries, the conference report is devoted to the three continuing problems of employment promotion, skill formation, and popular participation.
Chapter 3 covers "The development and deployment of skilled manpower," imbalances of technical manpower, the educated unemployed, flight from the public to the private sector, and the brain drain.

International Labour Office.
Manpower adjustment programmes; 1, France, Federal Republic of Germany, United Kingdom. Geneva, Switzerland, 1967. 207 pp. (Labour and Automation bulletin, no. 4)
The International Labour Organisation is studying the programs nine countries have adopted to meet actual or potential manpower problems resulting from automation. This report deals with France, the Federal Republic of Germany and the United Kingdom. Some of the items surveyed were programs to prevent job loss, assistance to dismissed workers, methods of meeting new occupational needs, changes in working conditions and new issues in labor-mangement relations.

Iowa. University. Center for Labor and Management.
Manpower developments; problems and prospects, ed. by Edgar R. Czarnecki. Iowa City, University of Iowa, College of Business Administration, Center for Labor and Management, 1968. 83 pp. (Conference series no. 12)
Twelfth Annual Labor-Management Conference, University of Iowa, Iowa City, April 17, 1968. Workshops: (1) Contractual relations: their effect upon employee training and upgrading; (2) The effect of labor and management policies on the supply of skilled workers; (3) Manpower problems in public employment; (4) Labor and management responsibilities for the employment of the disadvantaged and minority groups; (5) Area schools and Federal programs.

Iowa. University. Industrial Relations Center.
An interdisciplinary approach to manpower research, ed. by Neil A. Palomba and Edward B. Jakubauskas. Ames, Iowa, 1968. 239 pp.
Papers developed out of a one-week institute held June 12-16, 1967, at Ames, Iowa.
Partial contents: Manpower programs in the hard-core ghetto, by Walter Williams; Psychological theory and manpower research, by Edwin Henry; Organizational theory and manpower withdrawal, by Tom Lyons; Pros and cons of experimentation in organizational behavior, by Aaron Lowin; Modes of labor force withdrawal: the older citizen, by Ward W. Bauder; How helpful can computers be in the search for jobs and employees? by Charles C. Holt.

Kraft, Richard H.P.
Manpower planning and its role in the age of automation. Review of educational research, vol. 40, no. 4, October 1970, pp. 495-509.
Discusses the kind of occupational training and technical education the American school system should supply, and the need to adapt it to fluctuating labor market requirements. Cites the need for more refined forecasting techniques and "a regular evaluation of the relevance of technical curricula to the educational input into the labor market...."

Levine, Louis.
The public employment service in social and economic policy; deliberations of a working party. Paris, Organisation for Economic Co-operation and Development, 1969. 59 pp.
Covers role and mission, organization, administration, major functions, and responsibilities in areas of manpower policy and planning.
Report based on proceedings of a working party convened from May 31 to June 2, 1967.

Levitan, Sar A.
Federal manpower programs in a slack economy. Conference Board record, vol. 7, no. 11, Nobember 1970, pp. 46-51.
Discusses adapting manpower programs to rising unemployment, the potentials of public employment, and the relationship of manpower programs and economic policy. "When unemployment rises, manpower expenditures should be shifted into the areas of public employment and training because private employers will be less willing to hire and train disadvantaged workers, and because many previously hired will be laid off because of slackening demand."

Lynch, James J.
Making manpower effective. London, Pan Books, Ltd., 1968. 173 pp.
Discusses factors affecting manpower planning such as corporate purpose and strategy and the manpower environment. Methodology, including roles of the computer and the personnel manager, forecasting, and use of statistical methods are also covered.

The management of human resources: a symposium. Industrial management review, vol. 11, no. 2, Winter 1970, pp. 16-51.
A comprehensive treatment of managing human resources by modeling the flow of manpower through organizations.
Contents: A new look at human resources, by Mason Haire; Micro-simulation--an aid to managing human resources, by James R. Miller, III; Linear programming applied to manpower management, by Alan L. Patz; Markov models and manpower planning, by Robert T. Blakely, III; Strategy in modeling manpower problems, by Milton L. Lavin.

Manpower issues--review and preview; an interview with Seymour Wolfbein. Manpower, vol. 1, no. 3, April 1969, pp. 7-11.
What an active manpower policy really means "is designing jobs and employment opportunities and working conditions so that no job has to be menial or dead end or leave a person in poverty even if he works full-time all year."

Manpower policies and problems in the United Kingdom. OECD observer, no. 41, August 1969, pp. 14-18.
Excerpts from summary and conclusions of the report of OECD's Manpower and Social Affairs Committee on reforms affecting manpower policy in the United Kingdom. They deal with employment promotion in development areas, industrial training, redundancy payments, and industrial relations and the policy for prices, incomes and productivity. The full report will be published in the near future.

Miller, James R., and Mason Haire.
MANPLAN: a micro-simulator for manpower planning. Behavioral science, vol. 15, no. 6, November 1970, pp. 524-531.
Research has resulted in a computer simulation model to facilitate manpower planning. MANPLAN focuses on an individual supervisor and his subordinates; conclusions about the entire organization and overtime are them derived analytically.

Minnesota. University. Industrial Relations Center.
Manpower planning and forecasting in the firm; an exploratory probe. Final report, by Herbert G. Heneman, Jr. and George Seltzer. Minneapolis, 1968. 174 pp.
Report on survey of 69 employers in the Twin Cities area to assess the extent and nature of manpower planning and forecasting (techniques, who prepares forecasts, who uses them, problems, evaluation, guidelines). Prepared under contract with Office of Manpower Policy, Evaluation and Research.

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Minnesota. University. Industrial Relations Center.
Manpower planning and interdisciplinary methodologies, by George T. Milkovich and Paul C. Nystrom. Minneapolis, n.d. 5 pp. (Reprint 63)

Authors contend that manpower planning and industrial relations phenomena have interdisciplinary properties and cannot be fully understood by a single traditional disciplinary approach. They "distinguish among three basic interdisciplinary methodologies in the literature...," and develop a manpower planning model.

Reprinted from: Manpower and Applied Psychology, vol. 2, no. 2, pp. 17-21.

Morris, B. R.
An appreciation of manpower planning. O and M bulletin (Gt. Brit.), vol. 25, no. 3, August 1970, pp. 157-164.

Discusses manpower planning and its limitations. Sees it as an attempt "to harness the widest possible range of knowledge and information within an organized communication network in order to improve our awareness of the processes and phenomena which determine the nature, effectiveness and dynamism of manpower resources."

National Industrial Conference Board, Inc.
Job vacancies in the firm and the labor market, by John G. Myers. New York, 1968. 110 pp.

Reviews theoretical considerations of job vacancies, and uses cross section data to test the theories. Attempts to "evaluate the uses and criticisms of job vacancies as measures of 'excess demand' in the labor market." Considers factors affecting hiring decisions, vacancies, and unemployment and the incidence of vacancies among manufacturing firms. Appendix is a survey of hiring costs.

Prepared for U. S. Manpower Administration.

National Industrial Conference Board, Inc.
An optimal sample design for a job vacancy survey, by Maria E. Gonzalez. n.p., 1969. 1 v.

Prepared for Office of Manpower Policy, Evaluation, and Research, U.S. Manpower Administration, U. S. Department of Labor.

National Manpower Policy Task Force.
The nation's manpower programs. Washington, National Manpower Policy Task Force, 1969. 31 pp.

Monograph takes stock of the manpower programs developed and Federally supported during the 1960's and suggests steps to be taken in the years ahead. Covers: (1) Programs for the disadvantaged; (2) Skilled, technical, and professional manpower; and (3) Military manpower policy.

National Manpower Policy Task Force.
Report ... New Manpower Researchers Conference .... Washington, 1969. 1 v.

Third in series of conferences of recipients of Labor Department doctoral dissertation grants to discuss their work and meet others in the field. Includes summary of each project underway.

National Planning Association.
Manpower needs for national goals in the 1970's, by Leonard A. Lecht, Center for Priority Analysis. New York, F. A. Praeger, 1969. 183 pp.

"... presents data that point up the need for making priority decisions and data that can assist those who will make such decisions, or will appraise the consequences of such decisions." Considers goals analysis, employment opportunities for non-whites, and implications for education and job training.

National Planning Association. Center for Priority Analysis.
Manpower implications of alternative priorities for coping with poverty, by Norman Frumkin, Center for Priority Analysis. Washington, 1969. 223 pp.
Prepared for the Manpower Administration, U. S. Department of Labor.

National Research Council. Highway Research Board.
Manpower planning and personnel training. Eight reports. Washington, 1969. 74 pp. (Highway research record, no. 266)
Reports of recent activities of various states in manpower planning and training.
Partial contents: Pre-appointment training for top level managers; Determining manpower needs for construction inspection; Developing and implementing new classification and salary plans for maintenance personnel; Training programs for construction and maintenance employees of the Illinois division of highways.

New York (State). Department of Labor.
Manpower directions in New York State, 1965-1975. New York, 1968. 3 v. (Special bulletin 241)
Contents: vol. 1, State-wide estimates, reasons for trends, and implications; vol. 2, Job requirements and labor force; areas of the state; vol. 3, Technical supplement.

New York (State). Senate. Committee on Labor and Industry.
Resolving the manpower paradox; workers without jobs, jobs without workers. The 1969 manpower report. Albany, 1969. 136 pp. (Legislative document (1969), no. 84)
Presents the Committee's findings and recommendations after a two year study of the manpower dilemma in New York State. Part One examines the effects of the changing labor market, the barriers to employment which arise from the standard job filling operations, and training patterns of government and industry. It contains a small section on the New York State civil service manpower program. Part Two discusses the need for a comprehensive manpower development policy.

Patz, Alan L.
Manpower flow problems and goal programming solutions. Cambridge, Massachusetts Institute of Technology, Alfred P. Sloan School of Management, 1969. 49 pp. (Working paper 366-69)
Presents an analytical method for maintaining a steady personnel flow through a highly structured organization which simultaneously considers management goals and structural, policy, and behavioral variables related to these goals. Attention is focused on organizational problems such as promotion, retention and attrition and a means is provided for integrating personnel policy problems.

Pennsylvania. State University. Institute for Research on Human Resources.
The development and utilization of human resources; a guide for research, by Jacob J. Kaufman, Grant N. Farr, and John C. Shearer. University Park, 1967. 91
As a result of eight seminars held to explore the development and utilization of human resources, report seeks to identify those areas of research to which public policy should be addressed. Particular attention is focused on those disadvantaged by reason of geography, sex, age, race, or inadequate skill or education. Research performed under contract with the U.S. Office of Education.

Pennsylvania. State University. Institute for Research on Human Resources.
Manpower perspective in the health services. Report and recommendations of the Conference on Manpower Development and Utilization in the Health Services. University Park, 1968. 51 pp.

Discusses implications of health manpower shortages which are limiting the quantity and quality of available health care. Reappraises manpower policy in the area and considers new approaches to health education and training, professional standard and licensing procedures, recruitment practices including training and utilization of the disadvantaged.

Pennsylvania. State University. Institute for Research on Human Resources.
University manpower research seminar for the stimulation of professional research interest, conducted by..., in cooperation with Cornell University, March 6-7, 1969, and Arizona State University, March 27-28, 1969. University Park, 1969. 1v.

A discussion of objectives and a summary of two seminars designed to encourage research in the manpower area among recent recipients of doctorates in the social and behavioral sciences.

Perlberg, Arye and Gil Shaal.
An interdisciplinary approach to manpower planning and development. International labour review, vol. 99, no. 4, April 1969, pp. 363-380.

"... describes a model for interdisciplinary research and /analyzes/ some of the problems inherent in the application of this methodology to manpower planning and development." It is illustrated by a case study of the seafaring occupation in Israel.

Peskin, Dean B.
Low-budget manpower planning. Personnel administrator, vol. 14, no. 2, March-April 1969, pp. 29-34.

Suggests a Business Status Inventory as a tool for the personnel administrator to keep himself and management informed and to update all aspects of the personnel operation. The Inventory provides information on present business status, desired status, and program action plan. It combines effectively with manpower planning. Sample Inventory included.

Rand Corporation.
Evaluating Federal manpower programs; notes and observations, by Thomas K. Glennan, Jr. Santa Monica, Calif., 1969. 48 pp. (Memorandum RM-5743-OEO)

Analyzes benefit-cost evaluation of manpower programs, the measurement of benefits and costs, and the relationships of program evaluation to the planning process. Suggests several steps to improve the usefulness of evaluative data.

Riger, Morris.
The changing priorities in national manpower policy. The manpower effort: a summary. Economic and business bulletin, vol. 21, no. 3, Spring 1969, pp. 10-22.

Considers today's policies and programs, and requirements for the future. Some of the specific programs considered are the Concentrated Employment Program (CEP), Job Opportunities in the Business Sector (JOBS), and the Work Incentive Program (WIN).

Schnitzer, Martin.
Regional unemployment and the relocation of workers; the experience of Western Europe, Canada, and the United States. New York, F.A. Praeger, 1970. 253 pp.
Compares methods of worker relocation and manpower planning that the United States, Canada and Western European countries have used to lower their rates of unemployment.

Siegel, Irving H.
Aggregation and averaging. Kalamazoo, Mich., W. E. Upjohn Institute of Employment Research, 1968. 33 pp. (Methods for manpower analysis no. 1)
"The treatment of aggregates and averages here is intended to lay a basis for the expositions of ... methods for manpower analysis."

Suwwan, Mahmud H.
A design for manpower planning in underdeveloped countries. Ann Arbor, Mich., University Microfilms, Inc., 1969. 155 pp.
Doctoral disseration, University of Connecticut, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 2, August 1969, pp. 479A.

Tangling with the manpower tangle. Nation's business, vol. 58, no. 2, February 1970, pp. 64-66, 68.
In answer to the need for reform in administration of present manpower programs, the Nixon Administration favors the creation of a comprehensive manpower agency to coordinate programs and funds at the Federal level. This structure would be duplicated at state and local levels. Issues yet to be resolved include: role of state governments; role of mayors; and role of state employment services.

Tebbel, John.
People and jobs. Personnel administration, vol. 31, no. 6, November-December 1968, pp. 16-23.
Comments on concomitant labor shortages and unemployment. Believes the deficiencies of unions, management and government share the blame for the manpower crisis and sees certain public attitudes as contributing factors. Proposes joint action of business, government and education to alleviate the situation and calls for the establishment of a new Cabinet Post, Secretary of Manpower and Human Resources.

United Nations.
Estimation of managerial and technical personnel requirements in selected industries. Prepared by Industrial Development Organization. New York, 1968. 250 pp. (Training for industry series, no. 2)
Methods of estimating personnel requirements in comparable industries in the more industrialized countries.

U.S. Bureau of Labor Statistics.
A micro model of labor supply, by Malcolm S. Cohen, Samuel A. Rea, Jr., and Robert I. Lerman. Washington, U.S. Govt. Print. Off., 1970. 245 pp.
"The purpose of this paper is to present a cross section micro model of labor supply and discuss the policy implications that can be derived from the model." Three separate models predict the labor supply of adult men, adult women, and youths.
Also summarized in Industrial Relations Research Association. Proceedings of the twenty-first annual winter meeting, December 29-30, 1968, Chicago, Illinois, edited by Gerald G. Somers. Madison, University of Wisconsin, 1969, pp. 120-128.

U. S. Bureau of Labor Statistics.
Occupational employment statistics, 1960-67. Washington, U. S. Govt. Print. Off., 1970. 42 pp. (Bulletin no. 1643)

A reference tool for sources of occupational employment statistics and for recent figures on major occupations, e.g., scientists, engineers,technicians, Federal white-collar workers and scientific professional and technical workers in state governments.

U. S. Bureau of Labor Statistics.
Occupational outlook handbook. 1970-71 ed. Washington, U. S. Govt. Print. Off., 1970. 859 pp. (Bulletin no. 1650)

"...Provides descriptions of the nature of work, education and training requirements, employment outlook, places of employment, and earnings and working conditions for over 700 occupations that cover the entire scope of work life."

U.S. Cabinet Committee on Price Stability.
Studies by staff.... Washington, U.S. Govt. Print. Off., 1968. 156 pp.

"Study Paper Number 1, 'The Job Market and Manpower Policy,' summarizes the impact of the 1961-1968 economic expansion on both unemployment and employment patterns. A brief history of the development of manpower programs is followed by a discussion of the function of manpower policies in the solving of the unemployment-inflation porblem. The study concludes with a resume of major unresolved manpower problems."

U. S. Manpower Administration.
Manpower and active employment programs for developing countries. Proceedings of the Eighth International Manpower Seminar, June 1-August 12, 1967, and the Ninth International Manpower Seminar, September 21-December 2, 1967, ed. by Raphael Brown, International Manpower Institute. Washington, 1967. 200 pp.

Contents: (1) Human resources in economic and social growth: basic concepts; (2) Population and employment policies and measures; (3) Manpower planning and allocation in economic development; (4) Manpower strategy, administration, and institutions; (5) United States policies, programs, and problems; (6) Project Aurora.

Co-sponsored by U. S. Agency for International Development, Office of Labor Affairs.

U. S. Manpower Administration.
Manpower research projects sponsored by the U. S. Department of Labor, Manpower Administration through June 30, 1969. Washington, U. S. Govt. Print. Off., 1969. 296 pp.

Includes active and completed projects in the fields of sociology, economics, industrial relations, psychology, political science, social work, business administration, engineering and education. Detailed subject index brings out such topics as minority groups, attitudes, occupational patterns, college graduates, employment services, motivation, job satisfaction, health manpower, scientists and engineers, etc.

U. S. Manpower Administration.
Symposium on manpower and private resources Apr. 3-5, 1968, Washington, D. C. Conducted by International Manpower Institute under sponsorship of Agency for International Development and ... Washington, U. S. Govt. Print. Off., 1969. 138 pp.

Partial contents: Active manpower and employment policy and the private sector; Joint participation by private resources and governments of developing countries in manpower planning and program implementation; Private resources and development of specified sectors.

U.S. Manpower Administration.
Work force adjustments in private industry: their implications for manpower policy. Washington, U.S. Govt. Print. Off., 1968. 130 pp. (Manpower/automation research monograph no. 7)

The first part of the pamphlet presents the proceedings of a conference based on the report contained in the second part. The latter is a summary of two doctoral dissertations: The Theory of Internal Labor Markets, by Peter B. Doeringer, and Technological Change and Structural Imbalances in the Labor Market, by Michael J. Piore.

U.S. National Conference on Education and Career Development of the National Committee for Careers in Medical Technology, Washington, D.C., October 11-13, 1967.
Manpower for the medical laboratory. Proceedings... Washington, U.S. Govt. Print. Off., 1968. 130 pp.

Sponsored by: National Committee for Careers in Medical Technology and Cancer Control Program, National Center for Chronic Disease Control, Public Health Service.

Contains speeches, background papers, abstracts of the symposium, and discussion group reports. The conference was concerned with trends and forces shaping manpower requirement, and methods of effectively staffing medical laboratories.

U. S. Office of Education.
Manpower research inventory for fiscal year, 1968-69. Prepared by Interagency Committee on Manpower Research. Washington, U. S. Govt. Print. Off., 1970. 172 pp.

"This is the third volume in an annual series ... which brings together manpower research studies sponsored by various Federal agencies," and completed during the fiscal year ending June 30, 1969.

Developed through services of Educational Resources Information Center.

Earlier editions, FY-1966-67, FY-1967-68.

U. S. President, 1969- (Richard M. Nixon)
Manpower report of the President, including a report on manpower requirements, resources, utilization, and training, by the United States Department of Labor. Washington, U. S. Govt. Print. Off., 1971. 328 pp.

Sections analyze employment/unemployment problems in rural and urban labor markets, and among groups as Negroes, women, veterans, disadvantaged, migrants, farmworkers. New manpower programs and future manpower requirements are covered.

Earlier reports, 1963, 1964, 1965, 1966, 1967, 1968, 1969, 1970.

Upjohn, W. E., Institute for Employment Research.
On the evolution of manpower statistics, by J. E. Morton. Kalamazoo, Mich., 1969. 113 pp.

Explores requirements of a statistical information system which would meet the challenges to manpower policy foreseen for the 1970's and 1980's. Includes historical data and information from European countries.

Walker, James.
Manpower planning: an integrative approach. Management of personnel quarterly, vol. 16, no. 1, Spring 1970, pp. 38-42.

A view of manpower planning and forecasting in the American Oil Company. The framework described here suggests "the breadth of attack which is needed to meet contemporary challenges in manpower change."

Walker, James W.
Problems in managing manpower change; some obstacles to overcome. Business horizons, vol. 13, no. 1, February 1970, pp. 63-68.

Identifies common corporate soft spots in manpower management today including apathy on the part of operating managers, cost emphasis, lack of information and poor communication. Offers guidelines to manpower specialists in attaining rapport and the confidence of line management.

Walker, James W.
Trends in manpower management research. Business horizons, vol. 11, no. 4, August 1968, pp. 37-46.

"This article offers an explanation of basic concepts within these manpower management responsibilities and a discussion of important current issues warranting investigation...." Some such issues are manpower development, manpower planning, compensation, and organization planning.

Weber, Arnold R.
Too many cooks. NAM reports, vol. 15, no. 12, March 23, 1970, pp. 14-16.

"Over the last decade overlapping manpower legislation, program proliferation, multiple lines of authority have impeded efforts to create a national manpower system." Outlines history of Federal manpower programs during the last decade and discusses how the Manpower Training Act would affect the average job seeker and businessman.

Weber, Arnold R., Frank H. Cassell and Woodrow L. Ginsburg, eds.
Public-private manpower policies. Madison, Wis., Industrial Relations Research Association, 1969. 210 pp.

A book of readings concerning methods, trends and effectiveness of manpower programs.

Partial contents: Manpower policies and job market information, by Joseph C. Ullman; Private involvement in Federal manpower programs, by Arnold L. Nemore and Garth L. Mangum; On-the-job training of disadvantaged workers, by Michael J. Piore; Public policies and womanpower, by Eli Ginzberg.

Weber, Wesley L.
Toward an integrated model for manpower planning. Ann Arbor, Mich., University Microfilms, Inc., 1970. 400 pp.

Doctoral dissertation, Carnegie-Mellon University, 1970. Abstracted in Dissertation Abstracts, vol. 31, no. 4, October 1970, pp. 1446-A-1447-A.

Wengel, Burckhardt.
Planning for manpower utilization. Personnel administrator, vol. 15, no. 3, May-June 1970, pp. 36-38, 40.

Enumerates the four problems with which manpower planning is generally held to be concerned. Discusses "external" and "internal" determinants of manpower needs and points out that planning for these needs is derived out of other plans.

White, Harrison C.
Control and evolution of aggregate personnel: flows of men and jobs. Administrative science quarterly, vol. 14, no. 1, March 1969, pp. 4-11.

The dual model proposed in this article combines the best features of an economic and a stochastic model. In addition it "emphasizes decentralization and the duality between men and jobs as in the economic model; but it substitutes fixed terms of matching for a variable price mechanism." Fuller details of this model will be contained in a monograph to appear in 1970 entitled Opportunity Chains.

Bailey, Charles M.
GAO interest and involvement in defense manpower problems. GAO review, Fall 1970, pp. 31-39.
"The following paper is based on an address by the author before the Civilian Manpower Management Institute at the Naval Training Center, Orlando, Fla., April 22, 1970. It discusses the interest of the General Accounting Office in manpower problems in the Department of Defense, some of the observations made during audit work in this area, and the direction of present and future efforts which are intended to contribute toward improved organization and manpower usage."

Charnes, A., W. W. Cooper and R. J. Niehaus.
Manpower planning for decision-making. Journal of Navy civilian manpower management, vol. 2, no. 4, Winter 1968, pp. 22-26.
Reports on the Navy's Office of Civilian Manpower Management model for a computerized approach to determining optimal amounts of manpower needed for each job within the Navy, and to analyzing manpower needs in terms of personnel ceilings and budget limitations.

Clark, Harry L.
The emerging role of manpower planning in agency and personnel management. Civil service journal, vol. 11, no. 2, October-December 1970, pp. 11-13.
The contributions of the Civil Service Commission to the field of Federal manpower planning are described, with emphasis being on the preparation of statistical reports.

Clark, Harry L.
Problems and progress in Civil Service manpower planning in the United States. Prepared for the North Atlantic Treaty Organization Conference on Manpower Planning Models, Cambridge, England, September 6-10, 1971. Washington, U. S. Civil Service Commission, 1971. 14 pp.
A study of organization manpower planning--the manpower planning activities necessary to enable government personnel managers meet changing workforce needs in individual government organizations. Major functions of organization manpower planning include workforce planning, manpower requirements analysis, and staffing program planning.

Devine, Eugene J.
Manpower shortages in local government employment. Ann Arbor, Mich., University Microfilms, Inc., 1970. 224 pp.
Doctoral dissertation, University of California (Los Angeles), 1969. Abstracted in Dissertation Abstracts, vol. 31, no. 2, August 1970, pp. 552A-553A.

Gayle, John B.
Use of overstrength spaces in personnel management. Management services, vol. 7, no. 3, May-June 1970, pp. 29-36.
The Kennedy Space Center and some of its contractors are making use of a technique designed to deal with labor turnover and to provide adequate personnel strength at all times. A mathematical model and a simulation process are used to determine the number of "overstrength spaces" needed to maintain the desired average number of employees and to demonstrate average staffing levels and fluctuations.

Hampton, Robert E.
The challenges facing government. Journal of college placement, vol. 30, no. 2, December 1969-January 1970, pp. 65-66, 68.
The Chairman of the U. S. Civil Service Commission takes a look at the Federal government's future manpower needs and ways in which they can be met. He points out the need for continual training and the place of cooperative education or work-study programs.

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Institute for Local Self Government.
New careers in local government. A design for action to improve local government new careers opportunities, by Leslie R. White. Berkeley, Calif., 1969. 124 pp.

Non-technical, step-by-step manual on job analysis techniques, selection and recruitment, development of career ladders, conducting a minority employee skills survey, and setting up a new careers program. Based on a 1968 New Careers Conclave sponsored by the Institute.

Financed in part under a grant from U. S. Manpower Administration.

Iowa. University. Institute of Urban and Regional Research.
Planning for public manpower requirements, by Edgar R. Czarnecki. Iowa City, 1969. 460 pp. Final report.

Reports on a study which provides current manpower statistics for those Iowa state, city, county, and local governmental units that employ professional, technical and skilled personnel. Analyzes present training resources, projects future training needs, and makes recommendations based on anticipated future problem areas.

Joint Commission on Correctional Manpower and Training.
Perspectives on correctional manpower and training. Washington, 1970. 158 pp.

Report aims "to delineate the pattern of facts most relevant to the goals of increasing the number and quality of correctional manpower and of designing the strategies for the best utilization of such manpower."

Partial contents: Specialized manpower in a changing correctional climate; Volunteers: a major potential resource; The educational development of correctional manpower; Recruitment problems and personnel policies.

Joint Commission on Correctional Manpower and Training.
A time to act. Final report.... Washington, 1969. 96 pp.

A study addressed to the corrections community, the educational community, Federal, state and local legislative bodies, and the public at large. Primary concern is with manpower, education, and training resources needed to increase the effectiveness of correctional employees. Data is drawn from a series of surveys. There is brief background information on the offender population. Concludes with recommendations.

Kowalski, Raymond J.
GAO Seminar on Federal manpower programs. GAO review, Spring 1970, pp. 27-31.

Summary of proceedings of a GAO seminar held in November 1969 at which experts oriented top GAO supervisory personnel in the Federal manpower programs which they will be evaluating for Congress.

Making the system work. Civil service journal, vol. 10, no. 4, April-June 1970, pp. 1-13.

"Hand in hand with a demand for more and better government services, citizens are also demanding of their governments more effective and more responsive administration... The following four articles discuss the people-problems of the public service from different points of view: People in public service ... an overview from the Bureau of the Budget, by Dwight A. Ink; State manpower and training needs... the view from the State House, by Frank H. Bailey; Quality manpower in the cities... the view from City Hall, by Mark E. Keane; and the Federal responsibility... a rundown of aid to States and cities, by Nicholas J. Oganovic."

Manpower for urban programs. Occupational outlook quarterly, vol. 13, no. 1, Spring 1969, pp. 12-25.

Contents: Is there really a shortage of manpower in government? by Harold Goldstein; Planning and administrative manpower for the cities, by Gerard D. Smith; The search for urban manpower, by Norman Beckman and Marcia Kavanagh; The city and the computer, by Edgar Weinberg.

Minnesota. State Planning Agency.

State government manpower planning and development. Prepared by Minnesota State Planning Agency and Department of Civil Service. St. Paul, 1969. 36 pp.

A study to determine whether manpower planning was needed by the state government, whether the resources existed to do it and approaches to problem solving it might take. Findings support evidence that it can make an effective contribution and point out problems in which it can assist. Report includes sections on management and professional personnel for the state service and on projecting employment needs.

National Research Council.

Allied health personnel; a report on their use in the military services as a model for use in nonmilitary health-care programs. Prepared by Ad Hoc Committee on Allied Health Personnel. Washington, National Academy of Sciences, 1969. 25 pp.

Pisciotte, Joseph P., ed.

Manpower for Illinois Government; final report and background papers, Assembly on Manpower for Illinois Government..., January 31-February 2, 1968. University of Illinois bulletin, vol. 65, no 143, July 24, 1968, entire issue.

Partial contents: Manpower needs of state and local government, by Robert P. Fairbanks; An economic framework for public manpower staffing, by Jack W. Skeels; A note on the future of professionalism, by Victor A. Thompson; and Better personnel for state and local governments--how can the Federal government help? by Harold H. Leich. In this last article Mr. Leich discusses some of the provisions of the Education for the Public Service Act and of the Intergovernmental Personnel Act.

Research Analysis Corporation.

Improved models to measure Army personnel readiness, by Betty W. Holz and Paul D. Phillips. McLean, Va., 1969. 46 pp. (Special Projects Technical Paper RAC-TP-381)

"This paper is concerned with improving the insights available ... on unit readiness as it is affected by strength, personnel turnover, and MOS .... Two models are presented: One model provides a measure that shows the effect of personnel turnover on personnel readiness. The other model provides a refined measure for the MOS indicator, a measure that takes account of the relative importance to readiness of various MOSs." Prepared for the Department of the Army. (Contract DAHC 19-69-C-0017.)

Roberts, Paul A.

Problems and prospects of manpower planning: an example. Public personnel review, vol. 31, no. 2, April 1970, pp. 126-128.

A report on the state of Minnesota's attempt at predicting needs for entry level professional personnel during 1968-1973.

Manpower Planning in the Public Sector (Cont'd)

Rosen, Sumner M.
Manpower issues for the city. Urban affairs quarterly, vol. 6, no. 1, September 1970, pp. 22-32.
"If we can devise more effective strategies to raise the productivity and the earned incomes of our urban labor force, we will strengthen the capacity of cities to survive and flourish." Examines the urban labor force and the necessity for career development to become a priority among large urban employers. Points out that urban policy not only needs a higher national priority but also needs to end its isolation from other aspects of economic policy, particularly manpower.

Rotella, Salvatore J.
The junior college and the manpower problem in urban government; the public service institute of Loop College. Chicago, City College, Public Service Institute, 1968? 1 v.
Report cites current manpower needs for technicians in the public sector and suggests the community junior college as training agency. Program of the Public Service Institute of the Loop College of the Chicago City College in cooperating with government agencies is described.

Sam Houston State College.
Job obsolescence in the law enforcement and corrections field; an exploratory study of inadequate education and outmoded skills among personnel working with the offender in representative law enforcement and correctional facilities, by George G. Killinger, Hazel B. Kerper, and Charles M. Friel. Huntsville, Texas, Sam Houston State College, Institute of Contemporary Corrections and the Behavioral Sciences, 1968. 176 pp.
Report of research project. Material in this project was prepared under a Grant from Office of Manpower Administration.
"Education as a function of changing manpower needs in corrections is emphasized. From these data, profiles of the correctional worker and law enforcement officersof today are drawn, and profiles of the correctional worker and law enforcement officer of the 1970's are projected."

Southern Illinois University. Public Affairs Research Bureau.
Professional, administrative, and technical manpower in Illinois local government, by Thomas Vocino. Carbondale, 1969. 211 pp.

A research study which identifies, evaluates and projects manpower needs in Illinois government in those occupations which require at least two or more years of post high-school education or its equivalent. It is hoped, that, among other things, the results can be used in planning educational and training programs in order to provide capable future employees for state and local government service.

Taccino, E. Joseph.
Manpower planning in a research organization. Washington, 1968. 21 pp.
Paper prepared for Personnel Management for Personnel Specialists course, U.S. Civil Service Commission, August 1968.
The organization studied is the Animal Husbandry Research Division, Agricultural Research Service, U.S. Department of Agriculture.

Taylor, Keith C.
Aggregate manpower management of the logistics work force. Journal of Navy civilian manpower management, vol. 3, no. 3, Fall 1969, pp. 6-14.
The purpose of aggregate personnel management is the establishment of a complete inventory of the people in the organization--in such a form as to make it useful for managers who must plan for and evaluate the mission of the organization. Mr. Taylor describes the efforts to establish such an inventory for the logistics functions in the Department of Defense, including both military and civilian personnel. Data is also given for turnover within the Navy for selected occupations.

U. S. Bureau of the Budget.
Analyzing manpower requirements using statistical estimates. Washington, U. S. Govt. Print. Off., 1970. 19 pp. (Executive management bulletin)
Covers briefly the techniques involved in the use of statistical estimates to convert workload output data to estimates for manpower requirements in relation to work planned.

U. S. Civil Service Commission.
Federal workforce outlook, fiscal years 1970-1973. Prepared by Bureau of Policies and Standards, Policy Development Division, Manpower and Management Policies Section. Washington, U.S. Govt. Print. Off., 1971. 18 pp.
Earlier editions,1965-1968, 1966-1969, 1967-1970, 1968-1971, 1969-1972.

U. S. Civil Service Commission.
A guide to planning for short-range manpower needs. Prepared by Bureau of Recruiting and Examining, Program Development Division, Office of Staffing Coordination. Washington, U. S. Govt. Print. Off., 1970. 8 pp.
A guide for Federal managers to help them anticipate employee losses, determine ways to meet future needs, and develop realistic staffing plans.
Attachment to CSC bulletin no. 332-15.

U. S. Department of the Interior.
Manpower planning guide; a guide to forecasting manpower demand, analyzing its supply, and developing manpower and personnel management action for attaining a more acceptable balance. Prepared by Office of the Assistant Secretary for Administration, Office of Personnel Management. Washington, U. S. Govt. Print. Off., 1969. 79 pp. (Personnel management publication no. 20)

Vocino, Thomas.
Determining the need for high level personnel in local government on a statewide basis. Public personnel review, vol. 31, no. 4, October 1970, pp. 239-243.
Article is intended to provide a systematic approach to determining the present demands and future growth patterns for professional, administrative and technical personnel in local government. This study is concerned particularly with Illinois, but, the author suggests, the methodology and findings should be applicable to personnel problems in other localities.

Washington Center for Metropolitan Studies.
Local government manpower plan for metropolitan Washington. Prepared for metropolitan Washington Council of Governments. Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1970. 191 pp.
Report points out local government manpower problems in the Washington metropolitan area, "... including the nature and extent of current and future manpower needs, with emphasis on administrative, professional, and technical (APT) personnel. It examines the types of employees working in local government, analyzes personnel systems, and reviews educational and training opportunities."
Library also has: Summary of findings. 14p.

Weber, Arnold R.
Manpower administration and the new federalism. Manpower, vol. 1, no. 11, December 1969, pp. 20-23.
"The New Federalism in the manpower area means that a maximum attempt will be made to use the resources derived from Federal taxing powers to serve local needs." Stronger steps will be taken in the direction of placing maximum reliance on local government institutions for planning use of resources and administering programs.

Western Interstate Commission for Higher Education.
Utilization of manpower in mental health and related areas; a report of a workshop of state merit systems and personnel directors, ed. by Dutton Teague and Dorothy P. Buck. Boulder, Colorado, 1968. 64 pp.
Program held at Salt Lake City, Utah, July 29, 30, 31, 1968, and supported in part by National Institute of Mental Health. Workshop to inform personnel and merit system directors of trends in undergraduate education and manpower utilization in mental health fields.
Partial contents: Mental health manpower: a joint responsibility of higher education, administrators, and personnel boards, by Albert H. Aronson; Trends in curriculum development in undergraduate education for the helping professions: implications for employment potential and employment needs; The state personnel administrator role in manpower utilization in helping services; Patterns of manpower utilization: suggestions and alternatives; Attempts in developing new patterns for utilizing mental health personnel.

Wool, Harold.
The military specialist; skilled manpower for the Armed Forces. Baltimore, Md., The Johns Hopkins Press, 1968. 216 pp.
Seeks to increase understanding of the role of the military in competing for manpower resources. Part 1 traces trends in occupational specialization in the armed forces and trends in the military occupational structure. Part 2 explores influences on the military manpower supply since World War II.

Bibliography

Wisconsin. University. Institute for Research on Poverty.
Paraprofessionals, subprofessionals, and nonprofessionals; a selected, annotated bibliography, by Colin Cameron and Virginia Wolters. Madison, 1969. 19 pp.

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Bristow, Allen P.
Effective police manpower utilization. Springfield, Ill., Charles C. Thomas, Publisher, 1969. 116 pp.
Chapters consider specialization vs. generalization in the police force, police reserve programs and police cadet programs. Bibliography.

California. State Personnel Board.
A program manual for improving clerical employee utilization. Sacramento, 1968. 1 v.
Information on conducting a work level measurement study, procedure for use of allocation standards and guidelines for intermittent employment.

Christmas, June J., Hilda Wallace and Jose Edwards.
New careers and new mental health services: fantasy or future? American journal of psychiatry, vol. 126, no. 10, April 1970, pp. 1480-1486.
The Harlem Rehabilitation Center's service training and research programs are aimed at the training and use of paraprofessionals in the field of mental health. The programs are designed not only to provide much needed manpower but also to help the trainee realize his potential.

Denver. University. College of Law.
New careers in law; meeting present and prospective legal needs, by Robert B. Yegge, Wilbert E. Moore, and Howard K. Holme. Denver, Colo., 1969. 1 v.
Points out the inadequacy of our supply of legal services, the challenges this presents, and methods of solving the problem. Examines proposed reforms in the structure of the legal profession, attorney responsibilities, and the development of new careers, both paralegal and sub-legal.
A report of the Administration of Justice Program.

Fair, Ray C.
The short-run demand for workers and hours. Amsterdam, North-Holland Pub. Co., 1969. 225 pp.
"In this study a model of the short-run demand for workers and for hours paid-for per worker is developed and estimated ...Central to the model ..is the idea that during much of the year firms have on hand too much labor for the amount of output produced...." Study also examines the relationship between the number of employees and number of hours worked per employee, as well as between number of workers and the number of hours paid-for per worker.

Health aids. Public health reports, vol. 85, no. 9, September 1970, pp. 753-801.

Partial contents: Development of interaction as an approach to training, by Raymond W. Carlaw; The importance of training for effective performance, by Wilbur Hoff; Perception of functions of health aids by aids themselves and by others, by Alice M. Heath and Daniel R. Pelz; Guidelines for effective use of nonprofessionals, by Glenn I. Hildebrand; Supervision, the key to success with aides, by Laurence B. Callan: Aides--pain or panacea? by Carol N. D'Onofrio.

These papers, containing suggestions and cautions from authors experienced in working with paraprofessionals, are an outgrowth of the Health Education Aide Training Project, funded by the American Cancer Society, California Division.

Knowlton, Stephen H.

Manpower management means control. Administrative management, vol. 30, no. 12, December 1969, pp. 33-34.

A manpower management program is needed to fulfill three major purposes: to determine manpower requirements, to improve the use of manpower, and to develop controls to ensure correct manpower utilization. The program has four components: work sampling, production reports, review of work flow and job assignments, and review of methods and procedures.

Lavoie, Francis J.

Now--a program for lending engineers. Management review, vol. 58, no. 8, August 1969, pp. 45-48.

LEND (Lockheed Engineers for National Deployment) is a device for "leasing" temporarily unneeded engineers and designers to other companies in an effort to compensate for fluctuations in engineering-manpower requirements. The Lockheed program has not only added to employment stability, it has also helped to reduce turnover and given their engineers valuable work experience when they might otherwise have been idle.

National Committee on Employment of Youth.

Pros and cons; new roles for nonprofessionals in corrections, by Judith C. Benjamin, Marcia K. Freedman and Edith F. Lynton. Washington, U. S. Govt. Print. Off., 1966. 127 pp. (JD-6001-Correction series)

"Explores present experimentation with non-professional personnel in correctional institutions and the community. It is further concerned with development of new human service jobs which can provide new career opportunities for youth. The document provides guidelines for agencies interested in such experimentation and job development."

Prepared under contract with the Office of Juvenile Delinquency and Youth Development, Welfare Administration, U. S. Department of Health, Education, and Welfare.

Neumeyer Foundation.
The professional service corps; a new source of manpower, by Irving Lazar, Harry A. Grace, and Joyce B. Lazar. Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1967. 268 pp. (Monograph no. 1)
"This report describes an advanture in the staffing of a wide variety of social services. Using a part-time sub-professional staff of housewives and college students, supervised by a part-time staff of retired professionals, assisted by neighborhood people and VISTA volunteers, this demonstration project sought to explore the extent to which a multi-service center could be operated by people who are not ordinarily employed by service agencies....
"In addition, its goals were concerned with providing services, assisting in community development, and promoting acculturation."

Nolan, Kenneth J. and Edwin T. Cooke.
The training and utilization of the mental health paraprofessional within the military: the social work/psychology specialist. American journal of psychiatry, vol. 127, no. 1, July 1970, pp. 74-79.
A report on the Army's ten-week program of paraprofessional training and the work of paraprofessional specialists in the military in the mental health field. Authors see a decided advantage in having a full-time training faculty.

Philco-Ford Corporation.
Job performance aids and their impact on manpower utilization, by Albert B. Chalupsky and Thomas J. Kopf. Palo Alto, Calif., 1967. 71 pp. (WDL-TR 3276)
Concerned with improvement of methods for facilitating human performance through job performance aids, defined as "information storage devices which present job instructions... for use by the employee during the course of his job performance." Hypothesis underlying the study is that training is not the only means of aligning job requirements with manpower resources. Job performance aids, it is believed, can be a majo major tool for upgrading human performance.
Prepared under a contract with the Office of Manpower Policy, Evaluation and Research, U.S. Department of Labor.

Riessman, Frank.
The new struggle for the paraprofessional between the community and the agencies. New York, New York University, New Careers Development Center, 1968. 8 pp. (Social policy notes no. 3)
An evaluation of the trend toward increased utilization of paraprofessionals and implications for programs of social change as well as for their future utilization.

Ritson, Harry L.
An approach to staffing control. Best's review (life/health insurance ed.), vol. 70, no. 5, September 1969, pp. 100-102.
Describes a program carried out at Connecticut General Life to improve personnel utilization and cut costs. It consisted of a three part approach: establishing a new Organization and Systems Department, full-time assistance to departments in handling transfers of people resulting from the organizational reviews, and strengthening such management processes as organizational planning, performance and job evaluation, salary administration and identification and development of top performers.

U. S. Congress. House. Committee on Post Office and Civil Service.
Improved manpower management in the Federal government. Examples for the period July through December 1970. Washington, U. S. Govt. Print. Off., 1971. 24pp. (H. rept. no. 92-184, 92nd Cong.)
Earlier reports, 1963-1970.

U. S. Manpower Administration.
Developing your manpower. Washington, U. S. Govt. Print. Off., 1970. 53 pp.
Provides information designed to help employer make best use of available labor resources, with a view toward future manpower needs. Also offers suggestions for meeting employee problems and administering personnel functions, and prints a number of useful checklist forms.

U. S. Veterans Administration.
Guidelines for manpower utilization studies. Prepared by Office of Management Engineering and Evaluation, Management Engineering Service. Washington, U. S. Govt. Print. Off., 1969. 79 pp. (VA pamphlet 07-11)
Describes an approach for conducting a manpower utilization study which can be used independently or in conjunction with an existing work measurement program. Simply written for individuals not previously trained in conducting utilization surveys.

Why employees wind up on the shelf. Management review, vol. 59, no. 5, May 1970, pp. 29-34.
"Shelf-sitters," i.e., employees who are either dropouts, underachievers, cast-asides, or over-promoted need to be salvaged to help fill out shortages of management manpower. Methods suggested include: allowing expression of disagreement from potential dropouts, career counseling, and having line-managers evaluate a man's potential for promotion to a given job.
Condensed from Iron Age, January 1, 1970.

Wilkinson, Robert.
Some factors influencing the effect of environmental stressors upon performance. Psychological bulletin, vol. 72, no. 4, October 1969, pp. 260-272.
Identifies six factors of major importance which influence the effect of environmental stress on performance: duration of the task; familiarity with the stress and the task; incentive of the operator; the kind of work; the aspect of performance considered most important; the combination of stresses. Research on the significance of these factors has come primarily from the four stresses of heat, loss of sleep, noise and alcohol but there is a need for research in other areas.

Williams, Lawrence A.
City jobs: rich potential for the poor. Manpower, vol. 2, no. 5, May 1970, pp. 12-15.
Analysis based on a 1968 study of the New Careers programs of Dayton, Detroit, El Paso, New York, and Washington. Article concludes that "the New Careers concept, if adequately funded and if made applicable to all local government services could help cities meet at least some of their manpower needs."

Winter, Elmer L.
Program your optimum staff needs. Administrative management, vol. 31, no. 11, November 1970, pp. 24-27.
Today's cost-conscious management should bear in mind that recruiting and placing office workers on the payroll is expensive, that turnover and fringe benefit costs are increasing, and that low office productivity can be highly costly. Suggests a three step program for flexibly matching work force to work load:analyze work load, balance permanent staff to normal work load needs, use temporary help service to meet peak and special requirements.

Winter, Ralph E.
Make-work instead of layoff. Supervisory management, vol. 14, no. 5, May 1969, pp. 38-41.
Layoff rates are declining because employers have determined that it is more profitable to find work for their trained employees. Competent people are difficult to secure in "today's tight labor market." Several companies' methods of dealing with employees during slack-work periods are described.
Condensed from the Wall Street Journal, February 6, 1969.

Wortman, Max S., Jr.
Concepts and research in human resources management. Business perspectives, vol. 6, no. 1, Fall 1969, pp. 22-28.
Human resources management, as used here, includes both the effective use of the individual to maximize his job satisfaction and the maximization of his contribution to his organization and society. The author reviews national programs as well as efforts at the company level for better manpower utilization.

Wright, Robert.
Managing man as a capital asset. Personnel journal, vol. 49, no. 4, April 1970, pp. 290-298.
Considers the mechanics of human resource accounting and the benefits. Suggests that it makes possible greater attention to individual selection, placement and development and minimizes underutilization of talent and managerial obsolescence. When human resource accounting is effectively employed, each man is recognized as a "valuable property."

HANDLING MANPOWER SHORTAGES (PART-TIME, TEMPORARY, SUMMER EMPLOYEES, MILITARY RETIREES, ADJUSTED HOURS)

Arkin, Joseph.
The advantages of temporary help. Supervision, vol. 32, no. 10, October 1970, pp. 24-25.
Among the advantages of temporary help are savings in the areas of recruitment, payroll taxes, insurance costs and fringe benefits.

Barzelay, Ross.
Giving summer jobs a new dimension. Manpower, vol. 2, no. 5,May 1970, pp. 21-24.
By establishing a reserve fund for the future educational costs of its summer employees, General Foods has given many disadvantaged high school students a feeling of "working for their own future." The company though its Operation Opportunity, attempts to provide meaningful work and a positive introduction to the business world.

Bishop, Joan F.
College women as part-time workers; what do they do? how long do they last? Journal of college placement, vol. 29, no. 2, December 1968-January 1969, pp. 113-114, 116.
Survey of 1,089 Wellesley alumnae shows the kinds of jobs they have taken and how long they have remained in the labor force. A high percentage of those who began part-time work have remained a labor resource.

Blueprint for summer jobs. Manpower, vol. 2, no. 3, March 1970, pp. 19-21.
Guidelines for a summer job program for youth as derived from Summer Youth Employment Guide, developed by St. Louis University's Center for Urban Programs.

Collings, Kent J.
Employment of middle-aged job applicants, with special emphasis on retired military personnel. Ann Arbor, Mich., University Microfilms, Inc., 1969. 237 pp.
Doctoral dissertation, University of Washington, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 6, December 1969, p. 2197A.

Cosgrove, David S.
The temporary help boom. Personnel, vol. 47, no. 2, March-April 1970, pp. 44-48.
Explains the responsibilities of managers in charge of obtaining temporary help services.

Davey, Patrick J. and James K. Brown.
The corporate reaction to "moonlighting." Conference Board record, vol. 7, no. 6, June 1970, pp. 31-35.
The National Industrial Conference Board's survey of 136 manufacturing companies revealed that most do not have an official policy either approving or disapproving moonlighting, but many place some kind of explicit or implicit restraints on it.

Dorie, William M.
The role of the part-time professional employee in the Federal service. Washington, 1970. 5 pp.
Paper prepared for Personnel Management for Personnel Specialists course, U.S. Civil Service Commission, March 1970.

Drucker, Peter F.
The 3rd market. Careers today, vol. 1, no. 3, March 1969, pp. 54-55.
Elaborates on the idea that the labor market has changed to a "career market" where educated people can shop to find the job they want.

Fenlon, John.
Patterns in overtime hours and premium pay. Monthly labor review, vol. 92, no. 10, October 1969, pp. 42-46.
A special labor force report from the Bureau of Labor Statistics showed that "... two-thirds of all blue-collar employees who worked extended hours received premium pay in contrast to only one-fifth of all white-collar workers." Men worked 2½ times as much overtime as did women and more men than women were paid premium rates for their overtime hours.

Field, Paul L.
The three-day work week and the six-day company. Business management, vol. 36, no. 6, September 1969, pp. 25-27, 72-73.
Explains the "Timewealth" concept of Dr. Millard C. Faught who conceives of a three-day 30-hour week for the nation's work force and a six-day, 60-hour week for industry. Reports on the likely impact of the proposal on leisure time, unemployment, urban congestion and family life, and reveals the reaction of several executives to the suggestion.

Flexible working hours. Personnel journal, vol. 49, no. 10, October1970, pp. 855-856.
Gleitzeit, or gliding hours, are being used successfully in several German companies. Within boundaries, employees can choose their starting and quitting time each day. Productivity and efficiency have increased and teamwork has not been hindered.

Fossum, John A.
Hire or schedule overtime? Compensation review, vol. 1, no. 2, 1969, pp. 14-22.
Outlines a decision model that can be used in deciding if it's more economical to hire new employees or to schedule overtime work when a temporary increase in production is necessary.

Griffith, Gerald N.
Fatigue and overtime. a myth toppled. Management review, vol. 58, no. 10, October 1969, pp. 29-33.
Dispels the misconception that overtime or a second shift automatically results in less efficiency because of fatigue. Cites three U.S. Bureau of Labor Statistics case studies in which production remained unchanged or increased during longer daywork hours. Presents findings of other studies on length of workweek and productivity.
Reprinted from Industrial Engineering, July 1969.

Guthrie, Harold W.
Teachers in the moonlight. Monthly labor review, vol. 92, no. 2, February 1969, pp. 28-31.
"This article presents the findings of a pilot study among male public school teachers in a Midwest city, and draws some distinctions between the characteristics and motivations of teachers who do and do not hold a second job."

Handling Manpower Shortages (Part-Time, Temporary, Summer Employees, Military Retirees, Adjusted Hours) (Cont'd)

Gwaltney, Robert L.
An analysis of the post-retirement employment of Army commissioned officers and warrant officers in the Southwestern United States. Springfield, Va.. Clearinghouse for Federal Scientific and Technical Information, 1969. 117 pp.

"The major findings of the analyses dealt with the high unemployment rate among the officers in the sample ... Among the employed officers the majority either worked for educational or medical institutions or held jobs with Federal, state or local governments. Over one-fourth of the employed officers had jobs with the federal government. The major problems facing the retired Army officer at the time he entered the civilian labor force were his lack of formal educational attainment, the difficulty in translating military training and experience into terms meaningful to civilian employers, and the fact that many areas of potential employment were virtually closed due to the various restrictions on employment."

Hallaire, Jean.
Part-time employment; its extent and its problems. Paris, France, Organisation for Economic Co-operation and Development, 1968. 108 pp. (Employment of special groups, 6)

A survey and analysis of part-time employment in eight countries.

Contents: Part-time jobs in various countries; Groups seeking part-time jobs; Arguments in favour of part-time employment; Arguments against part-time employment; Obstacles to, and safeguards required for, part-time employment; The place of part-time employment in the future; Conclusions and recommendations.

Javits, Jacob K.
Part-time jobs for women in Federal employment--a way to deal with "job freezes" and "employment ceilings." Congressional record, vol. 116, no. 184, November 18, 1970, pp. S18426-S18428.

Karis, Kay.
Meeting those problems of tight labor market. Personnel administrator, vol. 13, no. 6, November-December 1968, pp. 29-32.

Identifies problems arising from a tight labor market situation and possible remedies, such as use of temporary help, computerized operations, and selection from such under-utilized groups as women, minority groups, and the handicapped. Most of all, calls for open-minded, innovative recruiting and training.

Kleinschrod, Walter A.
'A 4-day work week is inevitable'; Union leader: they want it 'now'. Administrative management, vol. 31, no. 5, May 1970, pp. 22-24, 28, 32; vol. 31, no. 6, June 1970, pp. 78-79.

Two-part interview with Howard Coughlin, president of the Office and Professional Employees International Union, AFL-CIO. He discusses the probability of the 4-day work week, white-collar unionism in the 70's, restiveness in young peoples' attitudes toward unions, outlook concerning dealings with management.

Lewis, Albert.
The 4-day week; Colorado firm pioneers a new concept. NAM reports (National Association of Manufacturers), vol. 15, no. 47, November 23, 1970, pp. 16-17.
The C.A. Norgren Co., Littleton, Colorado, has successfully experimented with a four-day (37 hour) work week. Employees, the company and customers have all responded favorably.

McBride, Frank.
Tips on selection and utilization of temporary help. Personnel administrator, vol. 14, no. 3, May-June 1969, pp. 14-15.
Survey of executives in business who have used temporary help provides guidelines that may be helpful in choosing employment services and utilizing temporary personnel in the most effective manner.

Monahan, F. H.
Military managers in the business world. Personnel, vol. 47, no. 2, March-April 1970, pp. 30-33.
Comments on skill transference and the attributes of the military manager that are of particular value to business. Contends that there are not more military managers in industry because the military retiree has difficulty in translating his experience into understandable civilian terms and often the personnel selector does not comprehend military titles and jargons. Suggests that an ex-military individual already on company rolls could help to alleviate this situation, and increase the number of ex-military managerial job candidates.

Mott, Stewart C.
Is that overtime necessary? Supervisory management, vol. 14, no. 6, June 1969, pp. 10-12.
Presents an example which demonstrates how proper scheduling allowed a reduction to be made in personnel, although the work load remained the same.

Notaro, Michael R., Jr.
Advantages of temporary help during a business slowdown. The Office, vol. 71, no. 3, March 1970, pp. 78, 82, 163.
Some of the advantages of temporary help are the ability to control labor costs, to eliminate nonproductive costs such as vacations and illnesses, and to cut such costs as recruiting, processing and training.

Perrella, Vera C.
Moonlighters: their motivations and characteristics. Monthly labor review, vol. 93, no. 8, August 1970, pp. 57-63.
Reasons for and attitudes about moonlighting, characteristics of those holding multiple jobs and places and hours of work are some of the topics covered in this Special Labor Force Report. Some of the economic and social aspects of moonlighting are also discussed.

Personnel expert on part-time basis. Administrative management, vol. 30, no. 7, July 1969, pp. 32, 34.
R. J. Carroll Associates, Springfield, Pa., is a firm which provides part-time personnel services to 60 companies throughout the United States. For a flat-rate fee Carroll can offer a part-time personnel director, personnel tests, handbooks, etc.

Handling Manpower Shortages (Part-Time, Temporary, Summer Employees, Military Retirees, Adjusted Hours) (Cont'd)

Play time eats into work time. Business week, no. 2078, June 28, 1969, p. 129.
Reports on the shorter work-week many companies are instituting over the summer months and possibly on a year-round basis.

President's Council on Youth Opportunity.
For guys and gals who are looking for summer jobs. Washington, U.S. Govt. Print. Off., 1969. 10 pp.
Illustrated booklet on how to get a summer job and how to keep it.

Sergean, Robert.
Problems of 7 day shift work. Personnel (Gt. Brit.), vol. 2, no. 2, February 1969, pp. 38-40.
Reports on resistance of British factory worker to extending continuous 24-hour operations from five days a week to seven. The evidence suggests a limit to the extent to which more intensive machine use can be obtained from seven-day-week operations and portends that the week-end will remain an institution, especially a British one.

Siegel, Fanny F.
Recruiting the early retirant as a psychiatric aide. Hospitals, vol. 43, no. 4, February 16, 1969, pp. 53-55.
"Recruitment of psychiatric aides from the pool of industrial workers who retire before age 65 would open a largely untapped source of health care manpower...."

Spencer, Carlie.
Employee attitudes to shift work. Personnel practice bulletin (Australia), vol. 26, no. 1, March 1970, pp. 25-33.
Survey covered both male and female employees, characteristics, shifts worked, general attitudes toward shifts. Some findings are that there is a 'hard core' of people who prefer shift work, shift workers are generally younger, and shift work has little effect on health.

Summer jobs for youth. Occupational outlook quarterly, vol. 13, no. 1, Spring 1969, pp. 31-37.
Contents: Washington, D. C.: summer job capital, by Joyce Kling; Summer 1968: a progress report on hiring the young urban poor, by John Hein; Summer jobs: a head start beats the rush, by Forrest Bogan.

Temporary personnel firms: their important new services. Administrative management vol. 29, no. 12, December 1968, pp. 26, 28, 30.
Examines some of the major temporary-help agencies and points out a few of their special services.

U. S. Civil Service Commission.
Retired military personnel in Federal jobs. Prepared by Bureau of Policies and Standards, Policy Development Division, Staffing Policies Section. Washington, U. S. Govt. Print. Off., 1969. 9 pp. (Personnel management series no. 21)
Questions and answers on pay and retirement restrictions and crediting of military service by retired military personnel.

U. S. Civil Service Commission.
Training and counseling summer employees; a report of training conducted by Federal agencies for young men and women summer employees in 1968. Prepared by Bureau of Training. Washington, 1969. (Attachment to Bulletin no. 410-37)
Report of activities in various Federal agencies for non-college and college youth including skills training, counseling, preparing supervisors, and involving the trainees. Also describes representative awards and recognition provided and offers a bibliography of training materials.

U. S. Civil Service Commission.
Utilization of summer aids under the Federal Summer Program for Youth; an evaluation and planning guide. Prepared by Bureau of Recruiting and Examining, Manpower Sources Division, Office of Youth and Economic Opportunity Progress. Washington, 1969. 26 pp. (Attachment to bulletin no. 300-23)
A report on employment of summer aids by Federal agencies during the summer of 1968 and a guide for future employment. Sections on training supervisors, utilizing youth in managing the program, and steps to a successful 1969 summer program.

U. S. Department of Agriculture.
ASPIRE: Agriculture's Summer Partners In Rewarding Experiences. Washington, 1970. 20 pp.
A description of some of the positions held by young people at the Department of Agriculture during the summer of 1969.

U. S. Department of Labor.
The shorter workweek; selected references. Prepared by the Library. 2d rev. Washington, 1966. 16 pp.

U. S. Manpower Administration.
Transferring military experience to civilian jobs; a study of selected Air Force veterans. Washington, U.S. Govt. Print. Off., 1968. 38 pp. (Manpower/Automation research monograph no. 8)

Walters, Roy W.
Let's stop manpower waste. Journal of college placement, vol. 29, no. 4, April-May 1969, pp. 72-73.
One of the best ways to reduce turnover and improve on the career choices of young people is to give them meaningful summer and part-time employment so that their eventual decisions are experience-based.

Wheeler, Kenneth E.
Small business eyes the four-day workweek. Harvard business review, vol. 48, no. 3, May-June 1970, pp. 142-147.
"Discusses the pros and cons a company ought to consider if it is thinking seriously about converting to a short week and offers some perspective on the gains that may be made." Suggests that by careful advance planning, increased gains in productivity can be achieved when the shorter workweek is initiated.

Whybrew, E. G.
Overtime working in Britain; a study of its origins, functions and methods of control. London, H.M. Stat. Off., 1968. 96 pp. (Research papers 9)
Overtime is employed more frequently in Great Britain than in many other countries. This study, based both on published sources and personal interviews, attempts to identify the causes and characteristics of overtime, ways to regulate it, attitudes of individuals and unions toward it and methods of control. The British experience is compared to that of the Netherlands.
Prepared for the Royal Commission on Trade Unions and Employers' Associations.

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Labor mobility; selected references. Supplement to the April 1967 edition. Prepared by the Library. Washington, 1969. 12 pp.

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Allen, Jeremiah M., III.
The return to human migration: a case study of a mass layoff. Ann Arbor, Mich., University Microfilms, Inc., 1970. 179 pp.
Doctoral dissertation, University of Colorado, 1969. Abstracted in Dissertation Abstracts, vol. 31, no. 6, December 1970, p. 2599-A.

Applegate, Charles.
Executive interchange test slated. Federal times, vol. 5, no. 46E, January 14, 1970, pp. 1, 10.
Progress report on the program which will allow the exchange of executives between government and industry for a period of 12 to 18 months.

Bernard, Thomas L.
Motivational implications of attrahent and expellant factors as they relate to "brain drain" personnel on college faculties in the United States. Ann Arbor, Mich., University Microfilms, Inc., 1969. 264 pp.
Doctoral dissertation, University of Massachusetts, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 5, November 1969, pp. 1741A-1742A.

Burton, John F., Jr. and John E. Parker.
Interindustry variations in voluntary labor mobility. Industrial and labor relations review, vol. 22, no. 2, January 1969, pp. 199-216.
"This article analyzes some of the patterns of voluntary labor mobility in the U.S. manufacturing sector in an attempt to improve understanding of how labor markets operate."

Business and government will swap executives. Nation's business, vol. 58, no. 3, March 1970, p. 44.
Provides some details of the business-Federal government executive exchange program to be activated this summer under the President's Commission on Personnel Interchange. Lists companies interested in participating.

Chorafas, Dimitris N.
The knowledge revolution; an analysis of the international brain market. New York, McGraw-Hill, 1970. 142 pp.
Stresses that a modern economy's most important capital resource is brains. Sees the brain drain from Europe as a symptom of disease of the European economy and discusses remedies. The brain drain concept includes not only scientists and technicians, but all other university graduates as well as self-made men who achieve leadership positions in industry and government.

Cortés, Josefina Rian
Factors associated with the migration of high-level persons from the Philippines to the U.S.A. Ann Arbor, Mich., University Microfilms, Inc., 1970. 295 pp.
Doctoral dissertation, Stanford University, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 12, June 1970, p. 5161-A-5162-A.

Davis, Charles H.
Determinantes of mobility of college educated persons, 1955-60. Ann Arbor, Mich., University Microfilms, Inc., 1969. 108 pp.
Doctoral dissertation, Vanderbilt University, 1968. Abstracted in Dissertation Abstracts, vol. 29, no. 7, January 1969, p. 1998A.

Educational Testing Service.
A pilot study to determine the feasibility of investigating nationally the impact of licensing practices on the availability and mobility of non-professional manpower in occupations where skill shortages exist. Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1968. 101 pp.
"Licensing procedures in the skill shortage occupations were studied in five geographically diverse states, in order to secure information about the structure, process, and effects of occupational licensing in those states." Conclusion reached was that "licensing does appear to inhibit both job entry and interstate mobility...." Principal investigator, Benjamin Shimberg.

Fincher, Arvel L.
Job mobility of academic physicists in American higher education: a preliminary study. Ann Arbor, Mich., University Microfilms, Inc., 1970. 183 pp.
Doctoral dissertation, University of Michigan, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 9, March 1970, p. 3675A.

Flanagan, Edward J.
Incompletely vested pension plans and labor mobility. Ann Arbor, Mich., University Microfilms, Inc., 1969. 102 pp.
Doctoral dissertation, Michigan State University, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 4, October 1969, pp. 1323A-1324A.

Gallaway, Lowell E.
The effect of geographic labor mobility on income: a brief comment. Journal of human resources, vol. 4, no. 1, Winter 1969, pp. 103-109.
Comments on an earlier article, "The effect of geographic mobility on income," by John B. Lansing and James N. Morgan (Journal of human resources, vol. 2, no. 4, Fall 1967, pp. 449-460), and expands on their research. "...we are able to infer that among males with fairly similar labor market qualifications, those who are mobile actually have higher levels of earnings than nonmobile ones in the regions into which they move."

Glueck, William F.
Executive mobility in public service and business. Public personnel review, vol. 31, no. 2, April 1970, pp. 95-101.
"This paper is concerned with career development in business, government, and military organizations; the extent to which normal career models have been developed in these sectors; and the extent to which geographic mobility is an essential part of the career plans of these organizations. This paper is based on interviews with chief personnel executives of thirty large corporations, and interviews with equivalent executives in the Secretary of the Air Force Office, and the Executive Manpower Bureau, U. S. Civil Service Commission."

Greenwood, Michael J.
An analysis of the determinants of geographic labor mobility in the United States. Review of economics and statistics, vol. 51, no. 2, May 1969, pp. 189-194.
Research based on 1960 census to determine factors influencing interstate migration. Income level, unemployment, rural to urban movements, climate, are all variables affected by the "migrant stock" variable described here.

Hunter, Laurence C. and Graham L. Reid.
Urban worker mobility. Paris, France, Organisation for Economic Co-operation and Development, 1968. 215 pp. (Labour mobility, 5)
This report gives information on occupational, industrial and geographical mobility. It investigates the reasons behind moves and characteristics of the workers involved. It reveals that few countries have done extensive research in this area and the authors hope that this volume will form a basis for further study.
Partial contents: Concepts and problems in mobility; Geographical mobility; Occupational mobility; Some economic aspects of mobility; Social and institutional aspects of mobility; Problems in the development of mobility policy.

Jennings, Eugene E. in conversation with T. George Harris.
The mobiocentric generation. Careers today, vol. 1, no. 1, January 1969, pp. 76-82.
"Good-by, Organization Man. Hello Mobiocentrics--the rising generation of men who focus their lives upon arriving, doing a job and going on to the next. ...
"Psychologist Jennings, expert on mobile executives, identifies the new family of corporate characters...." He also comments on the effect of the new generation on the corporation and on older managers.

Johnson, David B. and James L. Stern.
Why and how workers shift from blue-collar to white-collar jobs. Monthly labor review, vol. 92, no. 10, October 1969, pp. 7-13.
This survey indicated that the upward mobility of blue-collar workers is a source of new white collar employees. Authors recommend promotion programs, expanding employment services, and public programs for mobility as three ways to expedite the movement which is already taking place.

McFarland, David D.
Measuring the permeability of occupational structures: an information theoretic approach. American journal of sociology, vol. 75, no. 1, July 1969, pp. 41-61.
Theoretical consideration of the significance of social origin on occupational mobility. Study is an attempt to "re-analyze several intergenerational occupational mobility matrices which appear in the literature and to make comparisons between such matrices."

New York (State). School of Industrial and Labor Relations, Cornell University.
Components of occupational change in the United States, 1950-1960, by Robert L. Aronson. Ithaca, New York State School of Industrial and Labor Relations, Cornell University, 1969. 85 pp. (Technical monograph series no. 1)

Based on data from the U. S. Census, this research on occupational mobility extends to 1960 findings of an earlier study which covered 10 occupational groups for the period from 1930 to 1950. Various aspects of occupational change are analyzed and interpreted in terms of their economic and labor market significance. Includes statistical data.

Northeastern University. Sociology and Anthropology Department.
A pilot study of urban career patterns, by Jack Ferguson and David Grafstein. Boston, 1968. 63 pp.

Research on reasons people move--or do not move--from one job to another during their working careers, using a sample of wage earners from a predominantly working class neighborhood.

Parnes, Herbert S. and Ruth S. Spitz.
A conceptual framework for studying labor mobility. Monthly labor review, vol. 92, no. 11, November 1969, pp. 55-58.

"In this paper, we discuss a method of measuring mobility as a propensity to change jobs in response to economic incentives and present the results of such measurement for national samples of employed men in age groups 16 to 24 and 45 to 59." Article is based on paper presented at the 1969 meeting of the American Statistical Association.

The perils and promise of the future--Projection: 1970-75. Civil service journal, vol. 9, no. 4, April-June 1969, pp. 12-15.

Lists and discusses possible changes in management methods and personnel in the 1970's. They include: revamping top management structure, more mobility among managers, less of a manager shortage than predicted, increasing interchange of managers between the public and private sectors. The new breed of executive is described and the effects of computers on management are elaborated upon.

Reprinted in part from the January 1969 issue of News Front, Management's News Magazine.

Polsby, Nelson W.
Policy analysis and Congress. Public policy, vol. 18, no 1, Fall 1969, pp. 61-74.

Explores the sense in which Congress engages in analytic activity in the process of decision-making and how Congressional decision-making can be made more receptive to the kinds of policy analysis carried on elsewhere within and outside of government. Proposes that (1) Congressional Committees constitute outside advisory groups to advise the chairmen on the technical competence of their staffs and (2) that there be one or two year exchanges between Congressional Committee staff and staff persons in the Executive branch and in the private sector.

Revans, R.W.
Managers as catalysts. Personnel management (Gt. Brit.), vol. 2, no. 10, November 1970, pp. 28-32.
Discusses a program launched by the Fondation Industrie-Universite, a consortium of management centers of the Belgian universities and of the Federation of Belgian Industry, in which 20 senior managers are interchanged for a period of a year. Each defines and analyzes a major organizational problem of his host enterprise and effects a solution.

Staats, Elmer B.
Industry-government relationships. California management review, vol. 12, no. 1, Fall 1969, pp. 83-91.
Among the ways pointed out in which industry and government can cooperate is executive interchange. Describes the questions being considered by the Advisory Panel on Personnel Interchange, appointed by former President Johnson in September 1968.

Thackray, John.
The government-business job shuttle. Interplay, vol. 3, no. 3, October 1969, pp. 37-40.
Questions the interchange of government and industrial positions at the cabinet and sub-cabinet levels. While many applaud the exchanges the author suggests that "the closer the interdependence between business and government, the greater will be the tendency for political issues to be disguised as managerial problems."

United Nations. Secretary General.
Outflow of trained personnel from developing countries; report... New York, 1968. 85 pp.
Review of the current situation regarding professional migration from developing countries, differences among nations, factors influencing outflow, advantages and disadvantages, and measures being taken regarding the migration. Includes statistical data and conclusions.

U. S. Congress. Senate. Committee on Government Operations.
The State-Defense officer exchange program; analysis and assessment. Washington, U.S. Govt. Print. Off., 1969. 16 pp. (S. com. print. 91st Cong.)
Letters from the Secretary of State and Secretary of Defense listing participants in the exchange program and commenting on its value.

U. S. Congress. Senate. Committee on Government Operations.
State Department advisers to military training institutions; analysis and assessment. Washington, U. S. Govt. Print. Off., 1969. 22 pp. (S. comm. print. 91st Cong.)
State Department foreign service officers who have been faculty advisers and representatives to military training institutions are listed by name, institution and date of assignment.

U. S. Federal Council for Science and Technology.
Catalog of Federal laboratory-university programs and relationships. Report to the ... by Committee on Federal laboratories. Washington, U. S. Govt. Print. Off., 1969. 76 pp.
A description of the many types of training programs and cooperative relationships that exist among Federal laboratories and contract centers and universities.
Partial contents: Education of laboratory employees; Education of others; Work-oriented activities; Personnel interchange; Equipment interchange; Curriculum; Use of television and other audio-visual aids.

U. S. Federal Council for Science and Technology.
Education and Federal laboratory-university relationships. Proceedings /of/ symposium on... October 29-31, 1968. Washington, U. S. Govt. Print. Off., 1969. 251 pp.
Partial contents: Use of Federal facilities for training university graduate students; Formal education and training programs for laboratory professional staff; Joint research activities involving university and Federal personnel; Interchange of professional personnel between universities and Federal laboratories.
Co-Sponsor: American Council on Education.

U. S. Manpower Administration.
Occupational licensing and the supply of nonprofessional manpower. Washington, U. S. Govt. Print. Off., 1969. 57 pp. (Manpower research monograph no. 11)
Covers licensing requirements, examinations, reciprocity, and manpower implications. Appendix includes number and list of selected licensed occupations, by state.

U. S. Social Security Administration.
Geographic labor mobility in the United States 1957 to 1960, by Lowell E. Gallaway, Office of Research and Statistics. Washington, U. S. Govt. Print. Off., 1969. 329 pp. (Research report no. 28)
Data derived from employment and earnings records generated by the social security system. Relationships of mobility are shown to income level, race, sex, age, etc.
A companion analysis to Interindustry labor mobility in the United States-1957 to 1960.

Watanabe, S.
The brain drain from developing to developed countries. International labour review, vol. 99, no. 4, April 1969, pp. 401-433.
Treats the causes, extent and effect of the brain drain. Countermeasures proposed include accelerating of economic development in the country of origin together with more new job openings, promotions and pay; and encouraging the establishment of ties with the native country before opportunities for study abroad are given.

Wertheimer, Richard F., II.
The monetary rewards of migration within the U.S. Washington, Urban Institute, 1970. 62 pp.
Research on the effects of migration and occupational mobility are discussed with emphasis on monetary benefits to the migrant himself. Presents a method of computing and estimating the monetary benefits of migration, with implications for future public policy.

White, Harrison C.
Chains of opportunity; system models of mobility in organizations. Cambridge, Mass., Harvard University Press, 1970. 418 pp.
Presents research on mathematical models to analyze and measure chains of vacancies and interacting systems of mobility in top-level positions in large organizations due to promotions, turnover, etc.

Administrative Management Society.
1971-72 office salaries directory for United States and Canada; including latest turnover statistics for office personnel based on the 25th annual survey. Willow Grove, Pa., 1971.
Earlier reports, 1969-70, 1970-71.

Bureau of National Affairs, Inc.
Turnover and job satisfaction. Washington, 1970. 26 pp. (Personnel policies forum, survey no. 91)
"A major finding of the survey is that most personnel executives regard the underlying causes of turnover and the major components of job satisfaction as being different for management personnel, office workers, and production workers. They also see substantial differences in the turnover rate for different categories of employees." Data on turnover rates, causes and control programs, exit interviews, factors contributing to job satisfaction, and techniques for improving it. Sample company forms on turnover.

Cannedy, Rodney C.
The development and validation of psychological tests to predict employee tenure. /Booklets at end of dissertation "Employee Selection Series," "Employee Selection Series Tests 1, 7 and 11" not microfilmed at request of author. Available for consultation at Baylor University Library/. Ann Arbor, Mich., University Microfilms, Inc., 1969. 64 pp.

Doctoral dissertation, Baylor University, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 3, September 1969, p. 1391B.

Council of State Governments.
Suggested state legislation, vol. 26, 1967. Chicago, 1966.

Includes proposal accompanied by draft legislation on in-service training for public employees, statements on the State Employee Interchange Act and on the State Matching Funds for the Manpower Development and Training Act and a model Anti-discrimination Act.

Dauw, Dean C.
Creativity and vocational needs of clerical personnel. Personnel journal, vol. 47, no 12, December 1968, pp. 870-876.
"Reduction of turnover among lowpaid female clerical personnel may be affected favorably, with a distinct saving of money, by consideration of the creativity and the vocational needs of such personnel as manifested in the results of certain tests. The implications as regards minority group personnel call for particular study."

Enterprise Publications.
Decruiting; 16 ways to lose your college recruits. Chicago, 1968. 6 pp.
Presents quotes from an article by Dr. Frank Endicott, Director of Placement at Northwestern University, on the tendency to underestimate and mishandle the college graduate. Lists sixteen ways to lose new college recruits and five challenges for their supervisors.

Fournies, Ferdinand F.
The real reasons people quit; the boss is usually the last to know what they are. Administrative management, vol.30, no. 10, October 1969, pp. 45-46.

Some of the reasons people quit are lack of recognition, lack of advancement, inequitable salary administration, too many bosses, personality conflict, under-qualification and overhiring.

Gannon, Martin J.
Employee turnover and productivity in a branch-banking system. Ann Arbor, Mich., University Microfilms, Inc., 1970. 256 pp.

Doctoral dissertation, Columbia University, 1969. Abstracted in Dissertation Abstracts, vol. 31, no. 4, October 1970, pp. 1433-A-1434-A.

Gaynor, William E., Jr.
How costly is your labor turnover? Personnel administrator, vol. 15, no. 2, March-April 1970, pp. 30-32.

Analyzes replacement costing, a method of costing labor turnover to allow management to pinpoint its highest labor replacement cost. Article relates to the unskilled, semi-skilled and skilled industrial worker in a given plant location.

Gerstenfeld, Arthur and Gabriel Rosica.
Why engineers transfer. Business horizons, vol. 13, no. 2, April 1970, pp. 43-48.

A survey of engineers who received bachelor's degrees in engineering in 1962 or 1963 brings to light prime reasons for job turnover--change of career direction, quest for more interesting work and opportunity for advancement. Desire for higher salary was the most frequent second, third and fourth reason for employment change. Authors suggest that employers initially create jobs having more interest, with opportunities for advancement and higher pay, so that the costs of turnover may be avoided.

Green, Fred W.
Use of the application blank can help reduce turnover. Hospitals, vol. 43, no. 6, March 16, 1969, pp. 62-67.

"The author describes the methodology of establishing a weighted application blank scoring system for the determination of employee turnover propensity. Inherent in the system, he says, is the flexibility to adjust to changing labor market conditions. The emphasis is on tenure statistics rather than motivation."

The nurse's aide job classification in a large metropolitan teaching hospital is used for demonstration purposes.

Hedberg, Magnus.
The process of labor turnover. Stockholm, Swedish Council for Personnel Administration, 1967. 121 pp. (PA Council report no. 52)

A review of the literature is used to develop a descriptive model of the flow of personnel through a plant, with data from empirical studies integrated with the model.

Explanations of labor turnover emphasize the importance of the hiring decision, the exchange of age classes within the labor market, and more careful orientation.

Holman, Jonathan S.

Outstanding graduates: how to keep them in the company. Personnel, vol. 47, no. 4, July-August 1970, pp. 31-35.

Mr. Holman, Educational Relations Coordinator at Pfizer Inc., elaborates on his suggestion that companies have tended to ignore three things in solving the problem of turnover among outstanding graduates: the importance of selecting the initial supervisor, the need of this type of employee for more supervision than the average, and the need for keeping him informed of where he stands at all times.

Inskeep, Gordon C.

Statistically Guided Employee Selection: an approach to the labor turnover problem. Personnel journal, vol. 49, no. 1, January 1970, pp. 15-24.

A Statistically Guided Employee Selection (SGES) approach to turnover may be considered a supplement to the more traditional consideration of human behavior, motivation, and personality. It involves data compilation, processing and interpretation, application, and updating and revalidation. A case study of women garment workers is included to illustrate the approach.

Johnson, Alton C. and James Simonsen.

Smoothing the transition from college to work. Journal of college placement, vol. 30, no. 3, February-March 1970, pp. 76-78, 80, 82+.

Affirms that major causes of turnover among recent college graduates fall in three categories: recruiting practices, organizational goals versus individual goals, and the socialization process. Cites opinions of experts concerning turnover-related problems and concludes that a foreknowledge of job selection criteria, honesty in describing career opportunities and the validation of selection techniques are prime steps in establishing effective recruitment and selection programs.

Kahl, Kenneth L.

New light on employee turnover. Supervisory management, vol. 14, no. 4, April 1969, pp. 2-5.

Maintains that a basic cause for employee turnover, given an adequate compensation plan, is the communication problem and allied shortcomings. Relates the issue to recruitment and selection practices, performance review, training defects, poor supervision, rumors and distortions.

Lefkowitz, Joel.

Effect of training on the productivity and tenure of sewing machine operators. Journal of applied psychology, vol. 54, no. 1, pt. 1, February 1970, pp. 81-86.

Findings: "The longer the training, the lower the turnover rate, but the lower the productivity as well.... The more difficult the operation on which a trainee was placed the more likely she was to terminate her employ. Another significant determinant of resignations was employees' encountering a job which was contradictory to their expectations."

Lieblich, Norman.

Promoting turnover and mobility. In Joint Engineering Management Conference, 15th, San Francisco, California, October 9-10, 1967. Managing engineering manpower. New York, American Society of Mechanical Engineers, 1967, p. 118.

"In order to properly acquaint ourselves with the methods, techniques, and case histories of organizations that are using turnover and mobility as useful tools... we have attacked this problem... by the employment of four of the leading authorities in this field." Contents: Only the free have a choice, by Dandridge M. Gray, pp. 119-122; How a company optimizes turnover and mobility, by Harry Brown, p. 123; A management consulting firm looks at turnover, by Marvin Schiller, pp. 124-127; How a company minimizes turnover and maximizes efficiency as applied to technical personnel, by Frank D. Leamer, pp. 128-133.

Lepisto, Veikko V.
Turnover: a predictor in manpower planning. In Public Personnel Association. Applied research in public personnel administration, by L. Wevrick and others. Chicago, 1970, pp. 14-16. (Personnel report no. 702)
"...stresses the need for systematic analysis of turnover and other historical data as a guide to successful manpower planning. ...shows that certain trends are consistent over a sustained period and thus can be used with confidence in preparing for the future."

Life Office Management Association.
Illness-absences and separations, 1968. New York, 1969. 21 pp. (Personnel administration report no. 39)
Based on a survey of 172 life insurance companies, statistics are supplied on illness-absence rates, duration of illness-absences, rate of separations, number of other absences granted with pay, clerical vacancy rates and effects of increased compensation on separation rates.

McCoy, William O.
A study of turnover among college graduates in industry. Cambridge, Massachusetts Institute of Technology Libraries, Microreproduction Laboratory, 1968. 159 pp.
Master's thesis, Massachusetts Institute of Technology, 1968.

Pencavel, John H.
An analysis of the quit rate in American manufacturing industry. Princeton, N. J., Princeton University, Industrial Relations Section, 1970. 65 pp.
Research attempts to determine whether the recent downward trend in the quit rate is due to an increased work force stability or whether it is evidence that employers have forged means which bind workers to their jobs.

Perla, George G.
What is your people flow score? Personnel journal, vol. 48, no. 5, May 1969, pp. 331-336.
Author has developed an approach for measuring a manager's ability to retain valuable employees while maintaining reasonable personnel costs. The system is based on a matrix established by assigning a value to the employee's degree of freedom and to the destination of an employee who leaves.

Robbins, Raymond B.
An analysis of high labor turnover rates in an expanding industrial labor market. Ann Arbor, Mich., University Microfilms, Inc., 1970. 128 pp.
Doctoral dissertation, University of Arkansas, 1969. Abstracted in Dissertation Abstracts, vol. 30, no. 7, January 1970, pp. 2698A-2699A.

Rosenthal, Edmond M.
Greener pastures: why employees change jobs. Personnel, vol. 46, no. 1, January-February 1969, pp. 22-30.
Basically, lays blame on higher salary offers, but points out other considerations affecting the decision to move--aggressive recruiting, salary comparisons within the same company, and nonmonetary considerations disguised as concern with salary.

Singer, Carmella.
Labour turnover rates--an international comparison. Personnel practice bulletin (Australia), vol. 26, no. 2, June 1970, pp. 109-114.
Compares national level of labor turnover in Australian industry and commerce with national levels in Great Britain, Japan, New Zealand, and the United States. Cautions regarding differences between the countries in variability and coverage of statistics.

Snelling, Robert O., Sr.
Seven ways to turn off turnover. Nation's business, vol. 58, no. 10, October 1970, pp. 58-60.
Reasons for high turnover include boredom from lack of constructive work, impatience with chances for promotion, individual goals not tied to company goals, low pay, insecurity about surviving organizational change, and age.

Stansbury, William F.
What causes clerical turnover? Personnel journal, vol. 48, no. 12, December 1969, pp. 978-980, 991.
Blue Cross-Blue Shield of Kansas analyzed its clerical turnover to find out why it was excessively high. Results showed that those who left were primarily under 25, high-school graduates with superior test scores--but doing routine jobs. The conclusion reached was that the company seemed to be "over-selecting" and that somewhat less promising and ambitious people would be likely to be happy longer in low level jobs.

Stark, Milton J.
Turnover: pay does make a difference. Conference Board record, vol. 7, no. 4, April 1970, pp. 49-50.
Findings of a nationwide survey by the Conference Board in conjunction with the Life Insurance Agency Management Association of salesmen's turnover experience during the first five years of employment. It indicates that pay is of prime importance in the salesman's decision to quit or to stay on the job.

Telly, Charles S.
Inequity and its relationship to turnover among hourly workers in the major production shops of the Boeing Company. In Academy of Management. Proceedings... papers presented at 29th annual meeting, 1969. Seattle, Wash., University of Washington, Graduate School of Business Administration, 1969, pp. 119-124.
Research supported the theory that perceptions of inequity in an industrial organization are one of the reasons for turnover among hourly-rated employees. Specific kinds of treatment perceived as inequitable in high turnover shops include supervision, leadman, working conditions, and intrinsic and social aspects of the job.

Turnover drops 25% for large offices. Administrative management, vol. 31, no. 9, September 1970, pp. 63-65.
The Administrative Management Society surveyed personnel turnover rates in U.S. and Canadian businesses. Data is shown by region, type and size of business, sex, length of service and reason for leaving position.

U. S. Civil Service Commission.
Current Federal workforce data as of December 1968 and June 1969. Prepared by Bureau of Policies and Standards, Policy Development Division. Washington, U. S. Govt. Print. Off., 1971. 30 pp.
For a selected sample of 154 major Federal white-collar occupations contains employment, turnover, and hiring data for the two six-month periods comprising FY 1969. Also includes an analysis of white-collar employment and occupational trends during FY's 1967-1969.

Wulf, Gary W.
What practical steps can the personnel administrator take to reduce turnover? Journal of the College and University Personnel Association, vol. 20, no. 3, May 1969, pp. 59-60.
Recommends the use of the exit questionnaire as a most efficient instrument for determining the causes of turnover. Provides a sample form.

Babec, John A. and John W. Lee.
The Cooperative Placement Center: corporate action to assist terminated employees. Personnel journal, vol. 49, no. 10, October 1970, pp. 819-823.
The Cooperative Placement Center was voluntarily established by members of the Cape Kennedy Personnel Association to help workers displaced by the large scale space layoff find jobs. Engineers, technicians, and administrative and support personnel were all assisted. On the basis of its success the authors make suggestions for planning and operating future centers.

Bain, Trevor.
Defense manpower and contract termination. Tucson, University of Arizona, College of Business and Public Administration, Division of Economic and Business Research, 1968. 59 pp.
Also appeared in an article in the December 1968 issue of Arizona Review.

Boyd, Max.
Kelly urges 60 days grace for DOD civilians facing displacement in round of base closures. Government executive, vol. 2, no. 4, April 1970, pp. 54, 56-57.
The Assistant Secretary of Defense for Manpower and Reserve Affairs calls for 60 days between announcement of a base closure and the subsequent reduction in force in order to find new jobs for the displaced. He also feels that any major reform of military pay is likely to be deferred until fiscal year 1972 because of budgetary problems.

Cambern, John R. and David A. Newton.
Skill transfers: can defense workers adapt to civilian occupations? Monthly labor review, vol. 92, no. 6, June 1969, pp. 21-25.
"In a hypothetical layoff situation at two California missile-producing plants, a job analysis study suggests that prospects are good for the transfer of skilled and semiskilled workers to nondefense jobs using similar skills, assuming that the level of economic activity remains relatively stable."

Catt, Ivor.
Survival on the organizational firing line. Management review, vol. 59, no. 4, April 1970, pp. 46-49.
Semi-humorous view of the "new reality" in which one mass layoff a year is common. Rules of conduct for self-protection are suggested.

Commerce Clearing House, Inc.
Moving expenses under Tax Reform Act. Chicago, 1970.
23 pp.

Council of State Governments.
State payment of moving and interviewing expenses. Lexington, Ky., 1971. 19 pp.
Results of questionnaire survey of policy in 50 states on reimbursement of moving, interviewing, and hosting expenses. Data by state showing amount and limitations as to agencies or occupations for which authorized.

Hertel, Frank M.
Relocation allowance policy for spatially mobile managerial personnel (a study in organizational patterns). Ann Arbor, Mich., University Microfilms, Inc., 1970. 321 pp.
Doctoral dissertation, University of Colorado, 1970. Abstracted in Dissertation Abstracts, vol. 31, no. 6, December 1970, p. 2550-A.

How the hard core can survive layoffs. Business week, no. 2065, March 29, 1969, pp. 82, 84.

Explains the "inverted seniority" plan of interest to the United Auto Workers. It would keep hardcore employees on the job while long-term workers volunteer to stay home at 95% pay. Points out issues raised by management and reasons United Steelworkers show no interest in the plan.

International Manpower Institute.

Symposium on the role of worker relocation in an active manpower policy, Washington, D.C., April 9-11, 1969. Washington, U.S. Govt. Print. Off., 1970. 279 pp.

"The symposium had a dual purpose--to augment the knowledge of AID program planners in the manpower field; and to help officials in the Manpower Administration, Department of Labor, evaluate their past efforts in worker relocation, determine what improvements should be made in future programs, and decide where worker relocation fits into national manpower policy."

Sponsored by U.S. Agency for International Development.

Lipsky, David B.

Interplant transfer and terminated workers: a case study. Industrial and labor relations review, vol. 23, no. 2, January 1970, pp. 191-206.

Discusses an interplant transfer system used by General Foods Corporation when it closed four plants and relocated their facilities. It was discovered that workers most likely to benefit from the system were the least likely to participate in it, while those who needed its protection most were least likely to move. This suggests that greater protection of workers is needed during such a relocation. Objectives the company gained are pointed out.

Melman, Seymour, ed.

The defense economy; conversion of industries and occupations to civilian needs. New York, F. A. Praeger, 1970. 528 pp. (Conversion of industry from a military to civilian economy)

Partial contents: Re-education and re-employment of engineering and scientific personnel, by Lloyd J. Dumas; Civilian professional training options for defense industry engineers, by Maurice J. Ward; Financial support for displaced defense workers, by John J. Walsh.

Dumas covers the employment pattern of engineers and scientists in the U.S., patterns of defense-oriented employment and unemployment, characteristics of those released personnel and their re-education and re-employment. Among options discussed by Ward are teaching, medical and pharmaceutical sciences, applied biology, bioengineering, and civil and chemical engineering.

Mullins, Peter L.

The price tag on employee transfers. Personnel, vol. 46, no. 2, March-April 1969, pp. 34-39.

Scrutinizes four major kinds of transfer costs: family, society, individual and firm. Recommends a careful consideration of those costs plus an analysis of measurable elements of the problem as a basis for evaluating the profitability of future transfer policies.

O'Meara, J. Roger.

Relocation allowances for employees transferred overseas. Conference Board record, vol. 6, no. 4, April 1969, pp. 39-44.

Fifty-six companies participated in a survey conducted by the Relocation Real Estate Advisory Council designed to show company practices in providing relocation assistance. Among the allowances considered are those for home disposal, family travel, shipping household belongings, storage, intransit living, and overseas housing.

Slater, Robert.
Who goes first? Personnel management (Gt. Brit.), vol. 1, no. 8, December 1969, pp. 22-25, 33.
Report findings of a survey of British personnel managers to determine whether redundancy selection criteria varied with the size of firm and type of industry and whether these personnel managers felt the real situation was a fair one. Also compares findings with previous surveys done by the Department of Employment and Productivity and the British Institute of Management.

Slote, Alfred.
Termination; the closing at Baker plant. Indianapolis, Ind., Bobbs-Merrill Co., 1969. 340 pp.
An account of the closing of one particular plant and the effects on the lives of the dismissed employees, particularly on their physical and mental health. Based on the research being conducted by the Institute for Social Research at the University of Michigan, this very human study will be followed by a more technical book.

Speck, Raymond W., Jr.
Tailoring the "extras" that go with transfers. Compensation review, vol. 2, no. 1, first quarter 1970, pp. 29-35.
Points out economic difficulties that transfers may present and suggests ways to ease the cost-difference problem and avoid a salary imbalance.

Stern, James L.
Evolution of private manpower planning in Armour's plant closings. Monthly labor review, vol. 92, no. 12, December 1969, pp. 21-28.
Summary of program carried out in Omaha by the Automation Fund Committee to ameliorate the plight of workers affected by Armour plant closings. Describes how the program differed from previous ones of the Committee. Reports on techniques under three headings: preshutdown planning and continuing education, contractual benefits, and job placement and training.

U. S. Civil Service Commission.
Reductions in force in Federal agencies. Prepared by Office of Public Affairs. Washington, U. S. Govt. Print. Off., 1969. 6 pp. (Pamphlet 41)
Explains how the reduction in force system works, including the obligations of the agencies in which it occurs.

U. S. General Accounting Office.
Transportation manual. Compiled in the Office of the General Counsel. Washington, 1970. 101 pp.
"Transportation of household goods and personal effects," pp. 81-82. Laws, C. G. decisions, and pertinent cases.

U. S. General Services Administration.
Shipping your household goods; a guide for civilian employees of the United States government. Washington, U. S. Govt. Print. Off., 1968. 21 pp.

Winsbury, Rex.
When mergers move men. Management today (Gt. Brit.), October 1969, pp. 35, 39, 42f.
"More efficient use of manpower is increasingly the criterion, not just of the desirability, but also of the success of a merger. Where once mergers sought stability, leaving employees undisturbed, they now seek change, so creating a strong connection between takeover and redundancies."

Boettinger, Henry M.
People and systems--the creative tension. S.A.M. advanced management journal (formerly Advanced management journal), vol. 34, no. 1, January 1969, pp. 35-44.
"The interaction of developments and applications in the two fields of advanced computer technology and the psychology of worker motivation offer a fertile opportunity for each to reinforce the other, rather than to cancel out each other's progress." After reviewing the major thinking in these areas, Boettinger describes two projects at the Bell System which are concerned with job enrichment through better coordination of men and machines.

Davis, Donna M.
Operation MUST and job redesign. Washington, 1968. 10 pp.
Paper prepared for Personnel Management for Personnel Specialists course, U. S. Civil Service Commission, November 1968.
Describes concept of Operation MUST, Maximum Utilization of Skills and Training, as announced by the U. S. Civil Service Commission in March 1966.

Davis, Louis E.
Restructuring jobs for social goals. Manpower, vol. 2, no. 2, February 1970, pp. 2-6.
Examines the relationship of the organization to the social system in which it operates. Recognizes a socio-technical interchange which must influence the job restructuring concept. Argues that any program for job restructuring must define its social objectives with respect to organization, individual and the whole society.

Fadoul, Connie.
Does the MUST concept create disadvantaged employers? Washington, 1968. 7 pp.
Paper prepared for Personnel Management for Personnel Specialists course, U. S. Civil Service Commission, November 1968.

Foulkes, Fred K.
Creating more meaningful work. New York, American Management Association, Inc., 1969. 222 pp.
A variety of approaches by selected companies to increase the meaningfulness of work at the non-management level are examined. These include job rotation, employee participation, job design, and others. Companies include Polaroid Corporation, Texas Instruments, and American Telephone and Telegraph Company.

Haskell, Mark A.
The new careers concept; potential for public employment of the poor. New York, F. A. Praeger, 1969. 116 pp.
An account of an exploration of the need for and the possibilities of job redesign in New York City government, with primary emphasis on the Department of Hospitals. The supply and demand of health service workers is studied and the applicability of the New Careers concept to health service jobs is examined, along with a redesign of the municipal hospital occupational structure.

Lawler, Edward E., III.
Job design and employee motivation. Paper from a symposium on "Effects of Task Factors on Job Attitudes and Behavior" at the 75th Annual American Psychological Association Convention, Washington, D.C., September 1967. Personnel psychology, vol. 22, no. 4, Winter 1969, pp. 426-435.
Considers reasons for expecting changes in job design to affect employee motivation and performance, and predicts effects on performance of specific changes in job design such as job enlargement or job rotation.

Marbach, G.
Job redesign for older workers; pilot study and survey in eight member countries. Paris, Organisation for Economic Co-operation and Development, 1968. 75 pp. (Employment of older workers, no. 5)
First section is a general discussion of the older worker--his numbers, characteristics and ways in which firms can ensure his full output. The second section cites examples of job redesign drawn primarily from the United States or Austria and points out its advantages over other types of assistance.

Memolo, Marcella.
Agricultural researchers discover new employee talents 'on the job'. Civil service journal, vol. 9, no. 4, April-June 1969, pp. 22-25.
Describes the cases of several Agricultural Research Service employees whose skills were developed through on-the-job training courses as a part of the Operation MUST program.

Murray, Jean.
Operation "MUST" is turning talent on; what's up in the agencies. Civil service journal, vol. 10, no. 3, January-March 1970, pp. 5-8.
Operation MUST is designed to provide greater opportunity for Federal employees in the lower grades through job redesign, better manpower utilization, and training for upward mobility. At the same time it leads to greater operational efficiency. Miss Murray reports on some of the success stories of Operation MUST.

Nigro, Felix A.
Unions and new careers. Good government, vol. 87, no.3, Fall 1970, pp. 10-12.
Nigro offers two examples of union-sponsored upgrading projects in hospitals as evidence that new careers programs do not threaten the merit system or professional standards and, when properly managed, are sound.

Riessman, Frank, Lee Jacobsen and Leonard Granick.
Upgrading: the next priority in manpower policy. Urban affairs quarterly, vol. 6, no. 1, September 1970, pp. 33-40.
Explains the new careers approach to upgrading the unskilled worker. Describes the Oxford Plan designed by New Careers Systems Institute, New Brunswick, New Jersey, for Oxford Chemical Company. Summarizes the eight basic new careers concepts which it incorporates.

Sagal, Phillip L.
Motivation in job design. Washington, 1970. 15 pp.
Paper prepared for Personnel Management for Personnel Specialists course, U. S. Civil Service Commission, March 1970.

Scoville, James G..
A theory of jobs and training. Industrial relations, vol. 9, no. 1, October 1969, pp. 36-53.
Attempts to fuse two approaches to job content--one which roots the nature of jobs in the technology of production, the other in the choice by individuals among pre-existing occupations. Proposes a model "in which job design, total amounts of training, and the apportionment of training costs between workers and employers are determined."

Sheppard, Harold L.
Job redesign, new careers and public service employment--their potentials and limits. Good government, vol. 87, no. 3, Fall 1970, pp. 1-7.
It is the author's view that job redesign and new careers programs benefit not only those who need the training but offer public and private agencies new sources of manpower. He points out the benefits of job redesign for professionals as well as for the poor and suggests some new ways to revamp jobs.

Social Development Corporation.
New careers job development. Washington, 1969. 39 pp.
A how-to-do it manual for job development aimed at public agencies responsible for New Careers programs. The goals of the program include the provision of more meaningful work for the disadvantaged, better use of manpower resources for the organization, and improved service to the poor.
Prepared under contract with the Manpower Administration.

U.S. Manpower Administration.
Career mobility for paraprofessionals in human service agencies. Washington, U.S. Govt. Print. Off., 1969. 151 pp. (MDTA experimental and demonstration findings no. 8)
Reports on a study which examined the experiences of graduates of a project of the National Committee on Employment of Youth with respect to advancement on the job and which evaluated their impact on the job structure and service delivery in the agencies where they were employed. The experiences of the employing agencies in providing upward mobility to graduates is assessed and guidelines for the future are drawn.

Wild, Ray.
Job needs, job satisfaction, and job behavior of women manual workers. Journal of applied psychology, vol. 54, no. 2, April 1970, pp 157-162.
2,159 women workers in British electronic companies participated in this study designed to show the influence of the kind of work performed on the job satisfaction and labor turnover of women. One of the purposes of the study was to develop principles of job design.

Davies, Gordon K.
Needed: a national job-matching network. Harvard business review, vol. 47, no. 5, September-October 1969, pp. 63-72.
Proposes a national job matching system to find work for the under-employed and the unemployed. Discusses the feasibility of the system, setting it up, problems to be resolved, and benefits.

Day, Ledford.
Computers tested for 'matchmaking' skills. Manpower, vol. 1, no. 6, July 1969, pp. 7-9.
Describes a few of the successful computer systems presently helping to match manpower, particularly among the disadvantaged, to the right jobs. Particularly noteworthy is the highly successful Baltimore Job Bank. All are contributing toward an anticipated time when "a system can instantly produce a current job inventory on a city, state, regional, or national basis; a similar inventory on job applicants; or a comprehensive identification of training needs."

Fritton, Paul F.
A skills inventory system. Journal of systems management, vol. 21, no. 7, July 1970, pp. 12-15.
A case history of the development of a computer based skills inventory system for engineering and scientific personnel in a research-oriented firm.

If you can't hire'em train'em. The Office, vol. 70, no. 3, September 1969, pp. 73-74.
The R. J. Reynolds Tobacco Co. has solved the problem of finding laboratory technicians by training candidates drawn from its own ranks. This program is intended not only to provide technicians but to offer career opportunities for employees. Describes the computerized system utilizing Reynolds' skills inventory questionnaire for candidate selection.

Job bank in a computer pays off and branches out. Business week, no. 2079, July 5, 1969, pp. 70-71.
Explains the work and success of the computerized job bank established first in state employment services in Baltimore and now spreading to other communities. It has been particularly helpful in the placement of disadvantaged job applicants.

Job hunting by computer. Manpower, vol. 1, no. 2, February-March 1969, pp. 16-18.
Reports on an experimental job placement program in Baltimore--indicating how the system works, its popularity among job seekers and employers, and local cooperating organizations. The Baltimore Job Bank can list 10,000 job openings in the area and refer applicants within hours instead of days.

Krasner, O. J.
The development and use of a skills inventory as an aid to engineering manpower planning and utilization. In Joint Engineering Management Conference, 15th, San Francisco, California, October 9-10, 1967. Managing engineering manpower. New York, American Society of Mechanical Engineers, 1967, pp. 19-31.
"This paper reports the experience of... /North American Aviation, Inc./ in developing a system of visibility into their professional human resources (particularly research and engineering) that could contribute more effectively to the improved utilization and development of these resources, plus a summary of approximately six months of operating experience."

Levine, Richard J.
A computerized job bank. Management review, vol. 58, no. 6, June 1969, pp. 10-13.
Hails Baltimore's job bank as a weapon against poverty and briefly describes its objectives and procedures.
Condensed from the Wall Street Journal, April 9, 1969.

MacGuffie, John V.
Computer programs for people. Personnel journal, vol. 48, no. 4, April 1969, pp. 253-258, 313.
Suggestions for the effective use of the computer for personnel operations, e.g., a skills inventory system, administration of wage and salary plans, identifying patterns of absenteeism and turnover, etc. Also, guidelines for installing such a system.

Martino, R. L.
PMS--personnel management systems. Wayne, Pa., MDI Publications, 1969. 153 pp.
An explanation of a Personnel Management Information System, a data bank of information about personnel, skills, employment history, etc. Chapter summaries clearly outline all aspects of the problem of setting up such a system. Chapter 6 explains the task force method (the only fully acceptable method) of creating and implementing a personnel MIS.

Massachusetts Institute of Technology. Alfred P. Sloan School of Management, Industrial Relations Section.
Computer-based job matching systems; an exploration of the state of the art and the proposed nationwide matching system, ed. by Frazier Kellogg. Cambridge, 1967. 287 pp.
Proceedings of a workshop sponsored as part of a year-long-study of computer-based job matching systems and the proposed establishment of a nationwide system for matching people with job opportunities.
Partial contents: Computers and personnel systems in private firms; Summary and observations on the state of the art in private firms; Outline of the STEP program (solutions to employment problems) of the National Association of Manufacturers; Computers and personnel systems in government agencies, Department of the Air Force, Department of Defense, Department of Agriculture; Summary and state of the art in civilian agencies, by Victor Cavagrotti; National systems; Area labor market systems; Educational and training opportunities in a national system--Prospects and problems/and Outline of United States Employment Service project to design a nationwide computerized job matching system.

Pedicord, W. J.
Advanced data systems for personnel planning and placement. In Boore, William F. and Jerry R. Murphy. The computer sampler; management perspectives on the computer. New York, McGraw-Hill, 1968, pp. 98-105.
IBM's integrated Personnel Data System and its parallel Recruiting Information System are designed to improve the effectiveness of personnel management--both for the corporation and the individual--by providing centrally up-to-date career-oriented data on both present and potential employees.

Shultz, George P.
New management boon: automated Federal-state job placement. Business management, vol.36, no. 4, July 1969, pp. 26-27, 54.
Reports on two successful pilot automated placement projects sponsored by the U. S. Training and Employment Service--the Baltimore Job Bank and the Utah man-job matching system. Also describes other developments, such as higher-level applicant placement, job-matching self-service systems in professional placement offices, Convention Placement Service and National Employment Registries.

Skills inventory pool produced 'man for the job'. Administrative management, vol. 31, no. 4, April 1970, pp. 58-60.
Describes computerized skills inventory system instituted by the R. J. Reynolds Tobacco Company to aid in the placement of their employees into other positions for which they are qualified within the company.

U. S. GOVERNMENT PRINTING OFFICE : 1972 O - 450-419